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STRATEGY RESEARCH PROJECT

MEASUREMENT OF QUALITY AND MILITARY PERFORMANCE IN THE ARMY NATIONAL GUARD

BY

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Measurement of Quality and Military Performance in the Army National Guard

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by

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ii

ABSTRACT

The subject of quality accession goals for the Department of the Army and the Army National Guard remains a debate; this paper explains and recommends quality goals for Non-Prior Service (NPS) Test Category IV accessions. It answers the question: Are Test Category IV soldiers "professionally capable" when compared to soldiers in other test categories?

Department of the Army passes quality accession guidance to the Army National Guard through the Total Army Accession Plan. This document outlines the recruiting mission for the fiscal year and prescribes Quality Goals. The Quality Goals for the beginning of FY 97 were: Quality Goal 1, (high school graduates or equivalent) 95 percent of all NPS enlistments; Quality Goal 2 (Test Category I to Test Category IIIA) 67 percent of all NPS enlistments; Quality Goal 3, Test Category IV individuals would remain less than 2 percent of all NPS enlistments. Department of the Army amended Quality Goal 1 after the first quarter FY 97 to 90 percent of all NPS enlistments.

This paper analyzed attrition, promotion and field survey data for all test categories to compare and rank the test categories for nine cohort years (1988-1996).

Summary Conclusion: When comparing Test Category IV soldiers to the other Test Categories it is clearly evident that Test Category IV soldiers perform better than most in the areas of retention, promotion and military performance.

According to this study, the general ranking of all Test Categories is I, II, IV, IIIA and IIIB.

The Army National Guard must increase its chances of accessing good soldiers who will satisfactorily perform throughout their first term of enlistment by increasing the Test Category IV cap to the Department of Defense goal of 4 percent. If further study indicates continued solid performance of Test Category IV soldiers, they should be considered for inclusion in all recruiting incentives and the cap for Test Category IV NPS accessions should be increased to not more than 10 percent.

Executive Summary

The subject of quality accession goals for the Department of the Army and the Army National Guard remains a debate. This paper attempts to explain and recommend quality goals for Non-Prior Service (NPS) Test Category IV accessions.

It will answer the question: Are Test Category IV soldiers "professionally capable" when compared to soldiers in other test categories? It will also present recommendations relating to quality accession goals in the Army National Guard.

Department of the Army passes quality accession guidance to the Army National Guard through the Total Army Accession Plan. This document outlines the recruiting mission for the fiscal year and prescribes Quality Goals.

Department of Army quality goals for the beginning of FY 97 were: Quality Goal 1, (high school graduates or equivalent) 95 percent of all NPS enlistments; Quality Goal 2 (Test Category I to Test Category IIIA) 67 percent of all NPS enlistments; Quality Goal 3, Test Category IV individuals would remain less than 2 percent of all NPS enlistments. Department of the Army amended Quality Goal 1 after the first quarter FY 97 to 90 percent of all NPS enlistments.

This paper analyzed attrition, promotion and field survey data to compare and rank the test categories for nine cohort years. These cohort years are 1988 through 1996. The analysis reviewed Test Category I soldiers through Test Category IV soldiers for each cohort year.

The field survey was developed and implemented to gather commanders' evaluation of soldiers performance in all test categories. The survey was

conducted from February to March 1997 and polled 109 units in 39 states within the Army National Guard. Ninety five of the surveyed units responded representing an 87 percent response rate.

Several conclusions were drawn from the analysis of the retention data, promotion data and field survey data.

Retention: Across all cohort years, Test Category IV soldiers were retained at a rate higher than Test Category IIIA and IIIB, and slightly lower that Test Category I and II.

Promotion: Test Category IV soldiers are not promoted at a significantly lower rate than any other soldier in their cohort year (up to the grade of E-4). Data does suggest Test Category IV soldiers' promotion potential somewhat diminishes in their eighth year of service, as the majority of their cohort year achieves the rank of E-5 or E-6.

Field Survey: As a group, Test Category IV soldiers' military performance is as competitive as other Test Category soldiers. The field survey data indicates Test Category IV soldiers rank best (overall) in the areas of: Tactical Proficiency, MOS Qualification, Marksmanship and Military Appearance. This standing is significant because two of these areas (MOS Qualification and Marksmanship) have objective standards that are used Army-wide. Only in the area of Reading Skills did Test Category IV soldiers prove less capable than any other Test Category. The most surprising was result that Test Category IV soldiers were NEVER rated fifth overall (behind all other Test Categories) in any rated area.

Summary Conclusion: When comparing Test Category IV soldiers to the other Test Categories it is clearly evident that Test Category IV soldiers perform better than most in the areas of retention, promotion and military performance.

According to this study, the general ranking of all Test Categories is I, II, IV, IIIA and IIIB.

The Army National Guard must increase its chances of accessing good soldiers who will be retained and satisfactorily perform throughout their first term of enlistment. To do this the Army National Guard must consider increasing the number of Test Category IV soldiers enlisted by increasing the cap to the Department of Defense goal of 4 percent. If further study indicates continued solid performance of Test Category IV soldiers, they should be considered for inclusion in all recruiting incentives and the cap for Test Category IV NPS accessions should be increased to not more than 10 percent.

Table of Contents

Background	1
Objective	8
Data and Research Design	9
Results	14
Conclusion	46
Appendices	
Appendix A: Survey	49
Appendix B: Surveyed Units	52
Appendix C: Calculation of State End Strength	56
Appendix D: Survey Demographics	59
Appendix E: Losses by Cohort Year, Test Category, and Civilian Education	64
Appendix F: Promotion Data	74
Appendix G: Tabular Survey Data	84
Bibliography	96
About the Author	98

TABLES

Table 1	Department of the Army Quality Goal History	4				
Table 2	Army National Guard Quality Goal History					
	FIGURES					
Figure 1	Drill Attendance	22				
Figure 2	Below Average Drill Attendance	23				
Figure 3	Tactical Proficiency	24				
Figure 4	Below Average Tactical Proficiency	25				
Figure 5	Technical Proficiency	26				
Figure 6	Below Average Technical Proficiency	27				
Figure 7	MOS Qualification	28				
Figure 8	Below Average MOS Qualification	29				
Figure 9	Physical Condition	30				
Figure 10	Below Average Physical Condition	31				
Figure 11	Military Appearance	32				
Figure 12	Below Average Military Appearance	33				
Figure 13	Teamwork	34				
Figure 14	Below Average Teamwork	35				
Figure 15	Reading Skill	36				
Figure 16	Below Average Reading Skill	37				
Figure 17	"Can Do" Attitude	38				
Figure 18	Below Average "Can Do" Attitude	39				

Figure 19	Discipline Problems	40
Figure 20	Average and Below Average Discipline Problems	41
Figure 21	Marksmanship	42
Figure 22	Below Average Marksmanship	43
Figure 23	Test Category Relative Ranking	45

The subject of quality accession goals for the Department of the Army and the Army National Guard remains a debate. This paper attempts to explain and recommend quality goals for Non-Prior Service (NPS) Test Category IV accessions.

It will answer the question: Are Test Category IV soldiers "professionally capable" when compared to soldiers in other test categories? It will also present recommendations relating to quality accession goals for the Army National Guard.

BACKGROUND

The Army (National Guard) has been concerned with quality, education, performance and retention of enlisted personnel for over 50 years. Over these years intellectual capacity or cognitive ability has increasingly served as the primary measure in this regard (Waters, Laurence & Camara, 1987). In 1940, the principal requirement for accession was that a recruit be able to understand simple commands given in the English language (Laurence, Waters, & Perelman, 1982). ¹

During World War II educational screens (reading level assessments) were used to test potential enlistees prior to entry into military service; standardized testing was introduced after World War II. The initial standard test was primarily

¹ Peter F. Ramsberger and Others, <u>Augmented Selection Criteria for Enlisted Personnel</u>, (HumRRO, FR-PRD-94-07, 1994) 1.

used to assign job classification. The Armed Forces Qualification Test (AFQT) was introduced to the Services in the 1950s. In 1976 the screening and classification function was consolidated with the introduction of a Joint Service instrument, Armed Services Vocational Aptitude Battery (ASVAB). Administered prior to entry, the ASVAB incorporated the AFQT and other vocational subtests, for example, general science, mechanical comprehension. These subtests were configured in various ways to form classification composites, such as general maintenance, electronics and clerical. ²

The ASVAB has been subjected to many changes and updates, however, it is still used as the selection and enlistment qualification standard for entry of NPS applicants into the Army and the Army National Guard.

The Department of Defense (DoD) gauges accession quality by characterizing applicants' education and mental test categories. Education level is categorized by Tiers I, II, and III. Tier I includes all current and former high school students who are expected to graduate or have graduated from high school. Tier I group ranges from high school juniors to doctorate degree holders. Tier II is comprised of members holding high school equivalency certificates (GED). The Army National Guard regards Tier II prospects the same as Tier I prospects, that is, they both are considered to have sufficient high school credentials for entry. Tier III is comprised of members who have not completed

² Ramsberger, 1.

high school or do not hold an equivalence certificate.³ The Army National Guard does not enlist an individual without high school completion credentials.

As stated previously, the Department of Defense uses the ASVAB to determine applicants' Test Category which is the principle gauge of quality. Scores are reported in five broad categories.

Category	<u>Percentile</u>
1	93-100
11	65-92
IIIA	50-64
IIIB	49-31
IV	31-16
V	00-15

Individual test scores indicate the applicants' national percentile ranking.

Historically and by law, individuals scoring in the last category Test Category V are ineligible for accession into military service. 4

The Department of Defense sets quality accession standards for all Services based on three goals. Quality Goal 1 is for high school diploma graduates, including applicants with higher level education, high school seniors and current high school juniors to comprise at least 90 percent of NPS accessions within a fiscal year. Quality Goal 2 is for those individuals who have tested on the

³ Dr. Jane Arabian, Assistant Director for Enlistment Standards, (Personnel and Readiness), Office of the Secretary of Defense, personal interview on Enlistment/Accession Quality, Pentagon, Washington, D.C. 29 January 1997

⁴ Ms. Francis Grafton, Senior Analyst, Army Research Institute, personal interview on ASVAB Testing, Alexandria, VA., 29 October 1996

ASVAB and scored in Test Category I through IIIA to comprise 60 percent of all NPS individuals enlisting in a fiscal year. Quality Goal 3 is to enlist no more than four percent Test Category IV soldiers within a fiscal year ⁵

The Department of the Army passes further quality accession guidance to the Army National Guard through the Total Army Accessioning Plan. This document outlines the recruiting mission for the fiscal year and prescribes the Quality Goals. Until this year (1997), the Department of Army Quality Goals were:

Quality Goal 1, (high school graduates or equivalent) 95 percent of all NPS enlistments; Quality Goal 2 (Test Category I to Test Category IIIA) 67 percent of all NPS enlistments; Quality Goal 3, Test Category IV enlistments would remain less than two percent of all NPS accessions. ⁶ See Table 1, Department of the Army Quality Goal History for historical performance.

DEPARTMENT OF THE ARMY QUALITY GOAL HISTORY

Fiscal Year	88	89	90	91	92	93	94	95	96
HSDG	90%	90%	90%	95%	95%	95%	95%	95%	95%
TSC I-III A	63%	62%	63%	67%	67%	67%	67%	67%	67%
TSCIV	10%	7%	4%	4%	2%	2%	2%	2%	2%

Table 1 7

According to Lieutenant General Vollrath, Deputy Chief of Staff for Personnel, Department of the Army, Quality Goals 1 and 2 were significantly changed during

⁵ Arabian, 29 January 1997.

⁶ Total Army Accession Plan, (FY98-FY13), undated, Pentagon, Washington, D.C.

Major Matthew Gorvin, Personnel Staff Officer, Enlisted Accessions Division, Recruiting Policy, personal interview on Active Component Quality Goals and Recruiting Policy, Pentagon, Washington, D.C., 28 January 1997

the downsizing era with the notion that recruiting a higher quality soldier would curb attrition. However, during the last five years, first term attrition has actually increased from 30% to 37% in the active component. ⁸

It became evident to the Department of the Army in the first quarter of FY97 that the goals established in the Total Army Accessioning Plan were not achievable. The Active Component was not in a position to achieve their recruiting mission goals or quality goals. General Vollrath, took a bold step and modified the Quality Goals for the total Army. Instead of recruiting and accessing 95 percent of high school graduates he lowered the goal to 90 percent. Other goals were impacted but not adjusted at this time. Department of the Army recruited a total of four percent Test Category IV individuals in the beginning of FY97 as compared to the Army National Guard enlisting less than two percent. At present, Quality Goal 3 remains at two percent or fewer of Test Category IV NPS accessions for a fiscal year. 9

The quality of the Army National Guard NPS accessions is at its all time best.

Of the total FY96 NPS accessions, 82.12 percent were Tier 1 and the remaining 17.88 percent were Tier II. All FY 96 NPS accessions were either high school graduates or possessed an equivalency certificate. In the same fiscal year, Test Category IV applicants were only 1.96 percent of NPS

⁸ LTG Frederick Vollrath, Deputy Chief of Staff for Personnel, Department of the Army, Remarks at Personnel Leaders Conference, Columbia, SC, 3 April 1997

⁹ "Standards Lowered by Army in Effort to Find Manpower", Washington Times, 5 March 1997, p.10.

accessions. The Army National Guard enlisted 55.6 percent Category I to IIIA which is below the 67 percent quality goal. 10 See Table 2, Army National Guard Quality Goal History, for historical performance.

ARMY NATIONAL **GUARD QUALITY GOAL HISTORY**

Fiscal Year	88	89	90	91	92	93	94	95	96
HSDG	87.4%	89.4%	89.3%	65.5%	83.2%	85.4%	84.5%	81.9%	82.3%
TSC I-III A	51.0%	52.5%	53.1%	48.5%	57.7%	60.1%	55.4%	54.1%	55.6%
TSCIV	8.7%	9.6%	8.9%	8.0%	2.8%	2.0%	2.2%	2.2%	1.7%

Table 2 11

There are significant differences between the Active Component (AC) and Army National Guard. The task of recruiting for the Active Component and the Army National Guard are superficially the same. This task is not easy, it involves an understanding of the supply and demand of the available population, the economic environment and the use of available resources and manpower. Additionally, each component of the Army is in competition for the same quality individual. There are however, some differences between the Active Component and the Army National Guard that significantly influence the recruiting environment.

The Army has the mission to maintain an end strength of 495,000 soldiers. To accomplish this they are required to recruit on average approximately 89,000

Guard Bureau, personal interview on Enlistment Quality, Army National Guard Readiness Center,

Arlington, VA, 8 January 1997

¹⁰ Colonel Thomas Taylor, Chief, Recruiting and Retention Division, Personnel Directorate, Army National Guard, personal interview on Strength Maintenance, Little Rock, AR, 11 March 1997. ¹¹ Mr. Gregory Wrice, Program Analyst, Personnel Policy Office, Personnel Directorate, Army National

soldiers per year. 12 This recruiting takes place nationwide to fill shortages in varied Military Occupational Specialties (MOS) worldwide.

For example, an Active Component recruiter in Salem, Oregon can recruit an individual with a MOS of 11B for placement at Fort Stewart, Georgia. This nationwide recruiting and placement increases the ability of the Active Component to fill available slots and achieve maximum efficiency of the recruiter's efforts. It also allows the Active Component to be more selective in screening applicants to meet quality goals.

The Army National Guard FY97 end strength objective is to achieve and maintain a selected reserve strength of 367,000 comprised of 325,118 enlisted and 41,845 commissioned officers/warrant officers. To attain this goal, enlisted accessions are programmed at 59,262; officer accessions at 4,163 and enlisted losses no greater than 62,528 or 18 percent of its force.¹³

Army National Guard recruiting takes place at the state and local level to fill shortages in a narrow range of MOSs for units that reside in those geographical areas. For example, a recruiter in Macon, Georgia recruits individuals with MOSs to fill unit vacancies in the 48th Brigade, Georgia Army National Guard, a significantly narrower range of enlistment alternatives than those offered by the Active Component. The market of available resources (18 to 24 year old applicants) is limited by geographic proximity to the units. A lack of potential

¹² HQDA Memorandum, DAPE-MP, SUBJECT: FY97 Active Army Enlisted Accession Mission, dtd 3 April 1997

¹³Colonel Ronald J. Tipa, Deputy Director, Personnel and Manpower, Army National Guard, personal interview on Enlistment Missions for the ARNG, Army National Guard Readiness Center, Arlington, VA, 19 December 1996.

applicants in one area cannot necessarily be made up by penetrating another geographical market. Army National Guard recruiting is more affected by the local demographics than Active Component recruiting.

OBJECTIVE

Considerable research has been conducted over the past several years by the Active Component in an attempt to optimize the accession quality mix of NPS recruits. While this research has been scholarly and of considerable value to manpower planners, it is apparent that the research has focused on meeting the needs of the Active Component.

The objective of this paper is to determine how "professionally capable" existing Test Category IV soldiers are when compared to soldiers in other test categories. The soldiers, considered in this study enlisted in fiscal years 1988 through 1996. What we presently know about Test Category IV NPS accessions (in the Army National Guard) is that they test lower than their counterparts. The Army National Guard has not collected data that compares Test Category to soldier skills and performance. This study has collected such data and presents an analysis and subsequent recommendations.

Does the relative value of the Test Category IV soldier warrant increasing the two percent recruiting Quality Goal? Although the Army National Guard has historically met the two percent restriction of Test Category IV NPS accessions, some within the Army National Guard have suggested increasing the cap to

allow more Test Category IV enlistments. This study is a means to identify the relative value of a Test Category IV soldier with in the Army National Guard.

DATA AND RESEARCH DESIGN

For the purpose of analysis and comparison of data, this paper will review nine cohort years of general accession data. A cohort year for purposes of this paper is defined as the group of NPS accessions during a fiscal year. These cohort years are 1988 through 1996. The analysis will review Test Category I soldiers through Test Category IV soldiers for each cohort year. The general analysis of each cohort year will provide benchmarks of retention and promotion for each year, and will establish trends in each area and each Test Category group. The data provided for this review and analysis was provided by General Research Corporation, Incorporated (GRCI).

GRCI is the sole contractor providing operations, maintenance and management of Reserve Component manpower systems for Headquarters, Department of the Army Decision Support System. The information used in this study was derived from the National Guard Quality Data Base whose purpose is to track and identify the quality of the Army National Guard Force. Comparison of this data will be made on two specific levels; promotion and retention.

The environment for promotion in the Army National Guard is governed by the Select, Train, Promote and Assign (STPA) methodology. The Army National Guard has revised its promotion system using this methodology to adapt to

dwindling funds, decreasing number of training seats and the downsizing of the institutional training base. The revised promotion system considers all eligible soldiers with in the same rank and MOS on a Statewide basis. The promotion process is standardized and centralized across the (each) State. As with all new systems there are positive and negative effects.

Positive effects of the STPA methodology are: the best qualified soldiers are ranked based on a standard set of criteria and qualifications and all soldiers are treated and scored equally based on one standard per pay grade across each State. Negative effects include: administrative requirement demands are focused in one short period each year and commanders and senior NCOs feel a loss of control and input to the selection of soldiers throughout their command.

How does this program effect a Test Category IV soldier? A portion of the methodology for promotion is the completion of a 750 point form by the command. The form awards points for education in civilian, military and correspondence courses. It is only speculative that Test Category IV soldiers naturally experience a lower score on this form because of lack of formal education. In an interview with Sergeant Major Robert MacNamara, Chief, Enlisted Policy Branch, Personnel Directorate, Army National Guard, he stated "Civilian education and correspondence courses have nothing to do with initial entrance test categories. The major discriminator in these areas is motivation, dedication and desire. The Military Education and Training Evaluation Consultation (METEC) administered by the State's Education's Service Officer enables any soldier to start college. With tuition assistance and the Montgomery

GI Bill, all soldiers can improve their education. Enrollment in military correspondence subcourses takes only the time and the effort; everyone who joins has the basic aptitude to complete the courses designated for their MOS."

In an assessment of the retention environment, the General Accounting

Office (GAO) has found that: "Much of the turnover in Army National Guard units is due to the unprogrammed losses of reservists who stop participating in training before their enlistment terms are completed. Without previous military service, 4 out of 5 enlistees failed to complete their six year enlistments." Evidently some losses cannot be prevented, for example, medical discharges and transfers to other units, but other losses can be directly influenced by leadership and management of soldiers. 14

In FY96 the Army National Guard attrition rate was 18.3 percent. In FY97 the Army National Guard is holding an annualized 16 percent attrition rate.

This is the best attrition rate achieved by the Army National Guard since 1991, when the Army National Guard instituted Stop/Loss for Desert Storm/Desert Shield. 15

The significant increase in retention can be directly attributed to two factors:

Command/Leadership participation and the advent of the Strength Maintenance

Concept established by the Recruiting and Retention Division, Personnel and

Manpower Directorate, Army National Guard. This concept introduces a sale

¹⁴ Elizabeth A. McIntosh, <u>Retention Needs Attention</u>, (Department of Defense, Executive Leadership Development Program, May 1994) 6.

¹⁵ Mr. Larry Lutz, Chief, Personnel Policy, Personnel Directorate, Army National Guard, personal interview on Retention, Army National Guard Readiness Center, Arlington, VA, 16 January 1997

(recruitment) to service (retention) methodology which allows for follow up of an accession to measure satisfaction, performance and progression within a unit. It has successfully reduced attrition in FY96 by four percentage points from FY95, equating to a raw number of 12,680 soldiers retained. ¹⁶

This paper will compare retention statistics of all test categories to establish a trend for attrition that spans initial test categories of soldiers enlisted from 1988 to 1996. In addition to the statistical data provided by the General Research Corporation, a field survey was developed and implemented to gather a commander's evaluation of soldier performance in all test score categories (Appendix A, Survey form). This survey was conducted from February to March 1997 and polled 109 units in 39 states within the Army National Guard (Appendix B, List of Units Surveyed). The units were selected from small, medium and large States based on the allowable end strength of the State (Appendix C, Calculation of State End Strength). Ninety-five of the surveyed units responded, representing an 87 percent response rate.

Individual soldiers were randomly selected based on enlistment Test

Category and enlistment year. Each unit selected had at least one soldier in
each test category enlisting in the same cohort year. The surveys evaluated the
soldiers on a scale from 5 (best) to 1 (worst) in eleven categories. The
categories were: Drill Attendance, Tactical Proficiency, Technical Proficiency,
Duty MOS Qualification, Physical Condition, Military Appearance, Teamwork,
Reading Skills, "Can-do" Attitude, Disciplinary Problems, and Marksmanship. It

¹⁶ Taylor, 11 March 1997

also asked unit commanders to list the Soldier's duty MOS. Based on survey response, 475 individuals currently in the unit were evaluated by their commanders. These individuals, with an array of 71 MOSs, were principally in the career management fields of Mechanical Maintenance, Infantry, Supply and Service and Combat Engineering. See Appendix D, Survey Demographics.

As a control measure and to protect the privacy of soldiers, commanders were not told in which Test Category their soldiers scored. This information was a control measure known only to GRCI. The survey was sent to the specific unit commands under the auspices of retention.

THE RESULTS

Retention Analysis:

Retention analysis was based on cohort year losses presented in tabular form at Appendix E. Annual attrition percentages by Test Category were computed by dividing annual losses by the cohort beginning strength. Cumulative attrition percentage was computed by adding annual attrition percentages for the six years following cohort accession (first term of enlistment). Analysis for a full enlistment term was performed for the 88, 89, 90 cohorts, remaining cohorts (91, 92, 93, 94, 95, and 96) have not yet reached the end of their first term of enlistment, but retention trends were analyzed based on data available.

First term retention (for 6 years) ranged from a high of 25.7 percent (89 Cohort, Test Category IIIB) to a low of 15.9 percent (88 Cohort, Test Category IIIB and 90 Cohort, Test Category IIIB). For the remainder of the cohorts, having not reached the end of their first term of enlistment, retention ranged from a high of 95 percent (Cohort 96, Test Category III) to a low of 21.1 percent (Cohort 91, Test Category III).

The relative retention standing of each Test Category was determined by rank ordering cumulative attrition percentages. For the three cohorts that have completed their first term of enlistment, Test Category IV has the highest cumulative retention followed in order by, Test Category II, I, IIIB and IIIA. For the remaining cohorts, Test Category I has the highest cumulative retention followed in order by Test Categories II, IV, IIIA, and IIIB. When all cohorts (full

and partial enlistment periods) were compared, Test Category I had the highest cumulative retention followed in order by Test Categories II, IV, IIIA, and IIIB.

Retention Conclusion:

Across all cohort years, Test Category IV soldiers were retained at a rate higher than Test Category IIIA and IIIB, and slightly lower that Test Category I and II. The disparity between Test Category IV retention for a full term of enlistment (first overall) and the rate of retention for partial terms (third overall) was cause for examination of annual loss trends. The third year or enlistment mid point was used as a benchmark for the six cohorts that met the criterion (cohorts 88 through 93). At enlistment mid point Test Category I had the highest cumulative retention rate followed in order by Test Category II, IIIA, IV and IIIB. By comparing the midpoint standing with the full enlistment standing a trend of attrition could by discerned. As a class Test Category IV tends to shed its nonperformers early in the enlistment period an retains at a higher rate over the final three years of the enlistment period. Given this trend, the relative standing of Test Category IV as third overall will likely improve. From a retention perspective Test Category IV soldiers appear to be a better investment than Test Category IIIA and IIIB soldiers and roughly comparable to Test Category II.

Promotion Analysis:

Are Test Category IV soldiers promoted at a rate comparable to those of other test categories? This study is not able to determine the time of promotion from available data, however, the current grades of cohort years is presented for analysis. See Appendix F, Promotion Data.

FY88 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (61.83%) and Test Category I has the lowest percentage of E-4s (21.65%). The average grade of Test Categories II through IV is slightly over E-4. Test Category I soldiers' average grade is E-5. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (8.36%) have not yet achieved the norm for their cohort year.

FY 89 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (71.04%) and Test Category I has the lowest percentage of E-4s (31.21%). The average grade of all Test Categories is E-4. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IV soldiers (10.28%) have not yet achieved the norm for their cohort year.

FY 90 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (77%) and Test Category I has the lowest percentage of E-4s (46.22%). The average grade of all Test Categories is E-4. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (11.20%) have not yet achieved the norm for their cohort year.

FY 91 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (78.85%) and Test Category I has the lowest percentage of E-4s (61.54%). The average grade of Test Categories I, II, IIIA is E-4 with Test Categories IIIB and IV slightly lower (3.88 and 3.9 respectively). Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (17.97%) have not yet achieved the norm for their cohort year.

FY 92 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (78.78%) and Test Category I has the lowest percentage of E-4s (66.30%). The average grade of Test Categories I and II is E-4 with Test Categories IIIA, IIIB and IV slightly lower (3.95, 3.81 and 3.86 respectively). Using the average grade E-4 as a

benchmark, a higher percentage of Test Category IIIB soldiers (18.71%) have not yet achieved the norm for their cohort year.

FY 93 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (79.56%) and Test Category IIIB has the lowest percentage of E-4s (71.68%). The average grade of Test Category I is E-4, with Test Categories II, IIIA, IIIB and IV slightly lower (3.91, 3.79, 3.69, and 3.79 respectively). Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (27.5%) have not yet achieved the norm for their cohort year.

FY 94 Cohort

The majority of all Test Categories are in the grade of E-4 or above. Test Category IV has the highest percentage of E-4s (72.38%) and Test Category IIIB has the lowest percentage of E-4s (55.37%). The average grade of all Test Categories is slightly lower than E-4. Using the average grade E-4 as a benchmark, a higher percentage of Test Category IIIB soldiers (44.05%) have not yet achieved the norm for their cohort year.

FY 95 Cohort

The majority of all Test Categories are in the grade of E-3 or above. Test Category IV has the highest percentage of E-3s (70.06%) and Test Category I has the lowest percentage (46.74%). The average grade of Test Categories I and II is E-3, with Test Categories IIIA, IIIB and IV slightly lower (2.89, 2.82 and 2.95, respectively). Using the average grade E-3 as a benchmark, a higher percentage of Test Category IIIB soldiers (24.75%) have not yet achieved the norm for their cohort year.

FY 96 Cohort

The majority of all Test Categories are in the grade of E-2 or above. Test Category II has the highest percentage of E-2s (28.05%) and Test Category I has the lowest percentage (24.69%). The average grade of Test Category I is E-2, with Test Categories II, IIIA, IIIB and IV slightly lower (1.88, 1.62, 1.55 and 1.52 respectively). Using the average grade E-2 as a benchmark, a higher percentage of Test Category IV soldiers have not yet achieved the norm for their cohort year.

Promotion Conclusion:

It appears that Test Category IV soldiers as a class, are not promoted at significantly lower rates than other soldiers in their cohort year (up to grade of

E-4). In seven of the nine cohort years, (88, 90, 91, 92, 93, 94 and 95), Test Category IIIB soldiers failed to achieve the benchmark grade. Additionally, for those same years, Test Category IIIB had the highest percentage of soldiers in the lowest grades (E-1/E-2).

The data presented in the FY 96 cohort year may be skewed by the "newness" of those soldiers and their involvement in initial and advanced training. The data does illustrate the promotion "advantage" of Test Category I soldiers to the grades of E-3 and E-4 in their initial year of service. By comparing cohort year 96 with 95 and 94, it appears that their initial advantage is lost after the third year of enlistment as the majority of other test categories reach the grade of E-4.

Throughout cohort years 88-91, the percentage of soldiers in the grades of E-5 and E-6 are very pronounced between test categories. That difference is less pronounced in subsequent cohort years. FY 88 Cohort Year is an example of this promotion rate with 28.87% of Test Category I soldiers having reached the grades of E-6 while only 3.05% of Test Category IV soldiers achieving the same rank. One may surmise that Test Category IV soldier promotion potential is somewhat diminished in their eighth year of service as the majority of their cohort year achieves the rank of E-5 or E-6. These Test Category IV soldiers may now become a retention "challenge" for their third enlistment term as they realize that their colleagues have "passed them by" and filled the available leadership positions.

Field Survey Analysis:

Tabular data and analysis of Field Survey follows. The format for each of the eleven areas will be the same. A figure will depict the relationship of evaluated area to Test Category, followed by a narrative analysis. The last figure per area will depict the below average test category percentages. Tabular data for the analysis is at Appendix G.

Drill Attendance

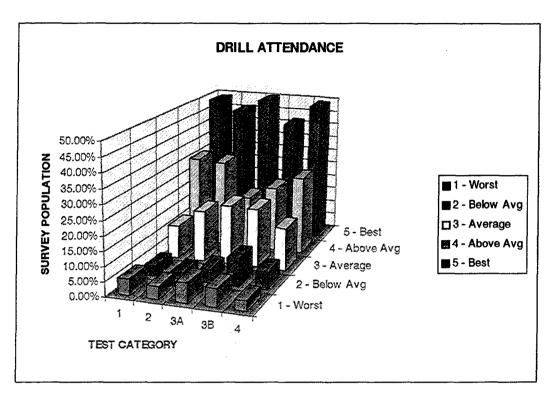


Figure 1

Test Category IIIA soldiers had the highest percentile rating (6.82%) of "worst" in drill attendance while Test Category IV soldiers had the lowest percentile (3.48%) in that same rating area. Test Category IIIA soldiers also had the highest percentile rating (50%) of "best" in drill attendance while Test Category IIIB had the lowest percentile (41.49%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than Test Categories IIIA and IIIB soldiers and only slightly worse

than Test Category I and II soldiers (see Below Average Drill Performance Chart at Figure 2).

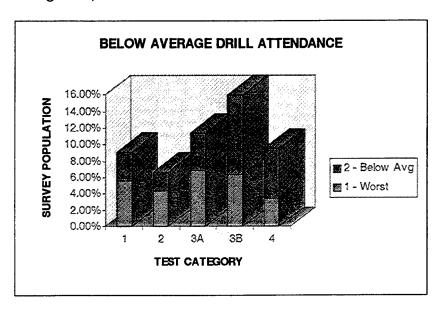


Figure 2

Tactical Proficiency.

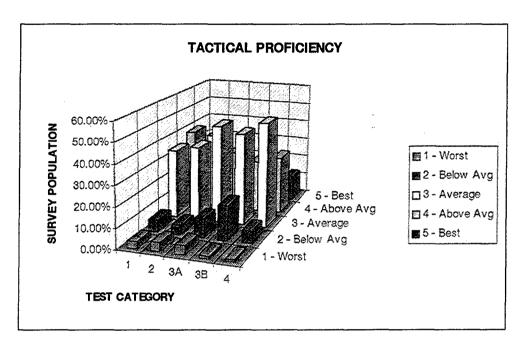


Figure 3

Test Category IIIA soldiers had the highest percentile rating (4.55%) of "worst" in tactical proficiency while Test Category IV soldiers had the lowest percentile (.87%) in that same rating area. Test Category I soldiers had the highest percentile rating (18.18%) of "best" in tactical proficiency while Test Category IIIA had the lowest percentile (7.95%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in the other Test Categories. (see Below Average Tactical Proficiency Chart at Figure 4).

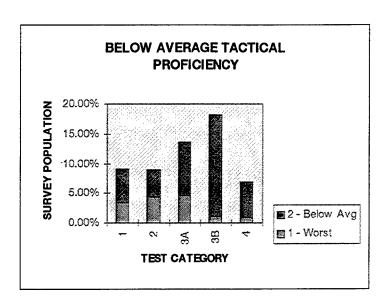


Figure 4

Technical Proficiency.

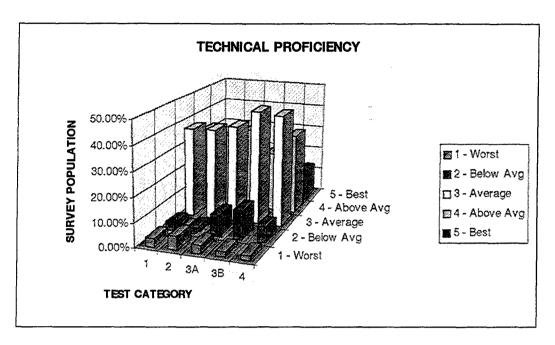


Figure 5

Test Category II soldiers had the highest percentile rating (5.56%) of "worst" in technical proficiency while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category II soldiers also had the highest percentile rating (23.33%) of "best" in technical proficiency while Test Category IV had the lowest percentile (13.04%) in that same rating area, although the Test Category IV performance was only slightly worse than that of Test Category IIIA (13.64%) and Test Category IIIB (14.89%). By using the "worst" and "below average" rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than Test Category IIIA and 3B soldiers and only slightly worse than Test Category I and II (see Below Average Technical Proficiency Chart at Figure 6).

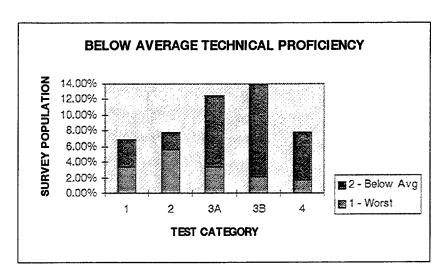


Figure 6

MOS Qualification

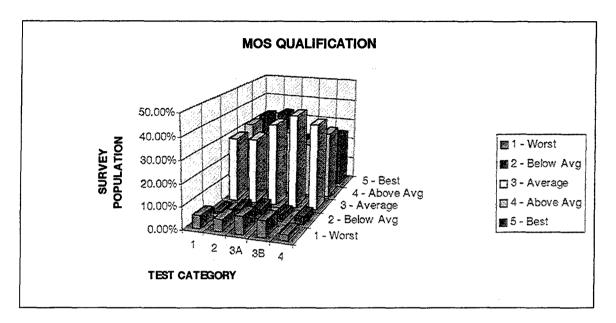


Figure 7

Test Category IIIA soldiers had the highest percentile rating (7.95%) of "worst" in MOS qualification while Test Category IV soldiers had the lowest percentile (2.61%) in that same rating area. Test Category II soldiers also had the highest percentile rating (33.33%) of "best" in MOS qualification while Test Category IIIA had the lowest percentile (20.45%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in any other Test Category (see Below Average MOS Qualification Chart at Figure 8).

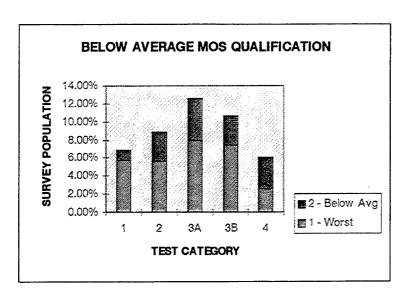


Figure 8

Physical Condition

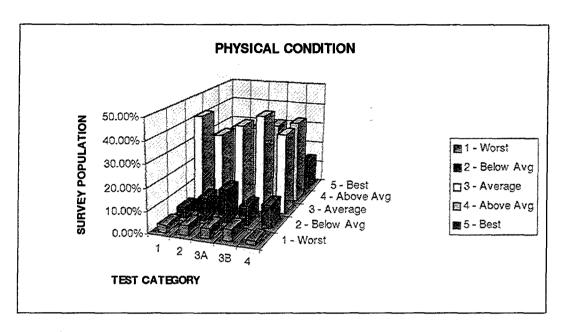


Figure 9

Test Category IIIB soldiers had the highest percentile rating (5.38%) of "worst" in physical condition while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category I soldiers also had the highest percentile rating (22.09%) of "best" in physical condition while Test Category IIIB had the lowest percentile (6.45%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in Test Categories II, IIIA and IIIB (see Below Average Physical Condition Chart at Figure 10).

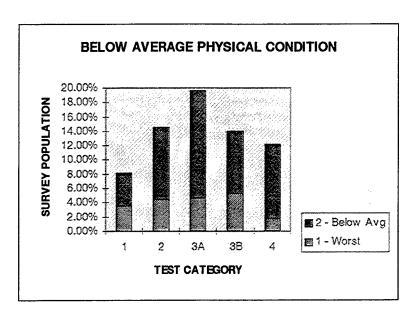


Figure 10

Military Appearance

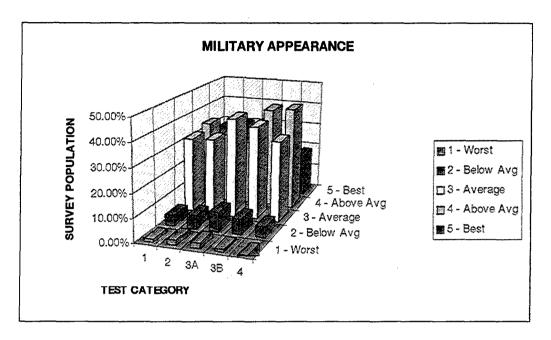


Figure 11

Test Category IIIA soldiers had the highest percentile rating (2.27%) of "worst" in military appearance while Test Category IV soldiers had the astoundingly lowest percentile (0%) in that same rating area. Test Category II soldiers also had the highest percentile rating (30.00%) of "best" in military appearance while Test Category IIIB had the lowest percentile (10.64%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in the other Test Categories (see Below Average Military Appearance Chart at Figure 12).

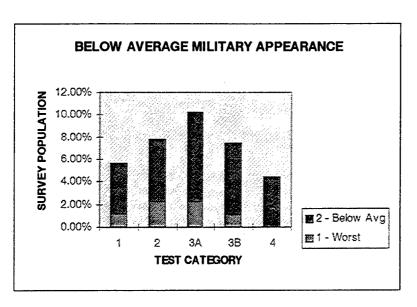


Figure 12

Teamwork

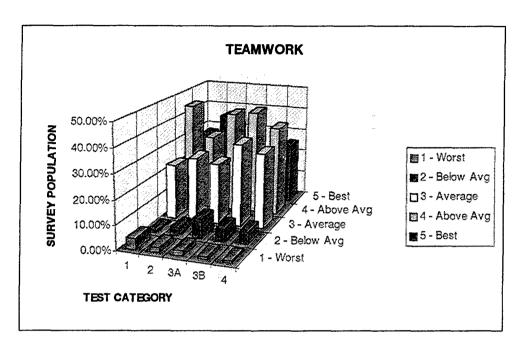


Figure 13

Test Category I soldiers had the highest percentile rating (4.55%) of "worst" in teamwork while Test Category IV soldiers had the lowest percentile (0.87%) in that same rating area. Test Category II soldiers also had the highest percentile rating (36.67%) of "best" in teamwork while Test Category IIIB had the lowest percentile (15.96%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in Test Categories IIIA and IIIB and only slightly higher than Test Categories I and II (see Below Average Teamwork Chart at Figure 14).

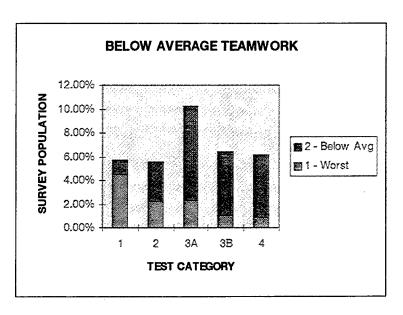


Figure 14

Reading Skill

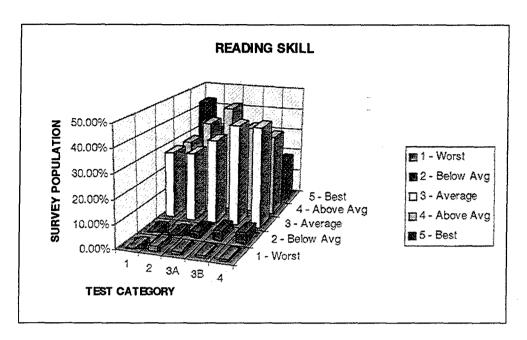


Figure 15

Test Category II soldiers had the highest percentile rating (2.22%) of "worst" in reading skill while Test Category I soldiers had the lowest percentile (0%) in that same rating area. Test Category I soldiers had the highest percentile rating (43.18%) of "best" in reading skill while Test Category IIIB had the lowest percentile (14.89%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, Test Category I soldiers were clearly rated superior, while a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in Test Category IIIB and only moderately higher than Test Category IIIA (see Below Average Reading Skill Chart at Figure 16).

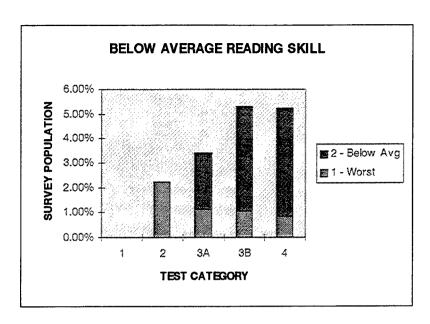


Figure 16

"Can Do" Attitude

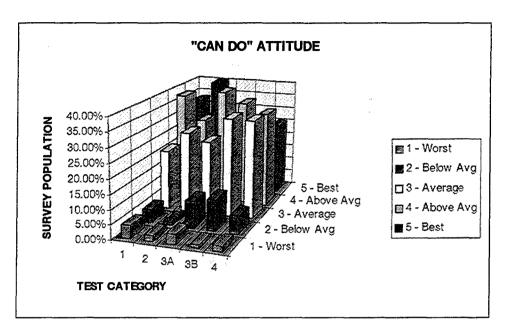


Figure 17

Test Category I soldiers had the highest percentile rating (4.55%) of "worst" in "can do" attitude while Test Category IIIB soldiers had the lowest percentile (1.06%) in that same rating area; Test Category IV was slightly higher (1.74%). Test Category II soldiers had the highest percentile rating (40%) of "best" in "can do" attitude while Test Category IIIB had the lowest percentile (18.09%) in that same rating area. By using the "worst" and "below average" rating areas as reverse indicators of quality, Test Category II soldiers were clearly rated superior, while a lower percentage of Test Category IV soldiers were rated in those areas by their commanders than soldiers in the remaining Test Categories (see Below Average "Can Do" Attitude Chart at Figure 18).

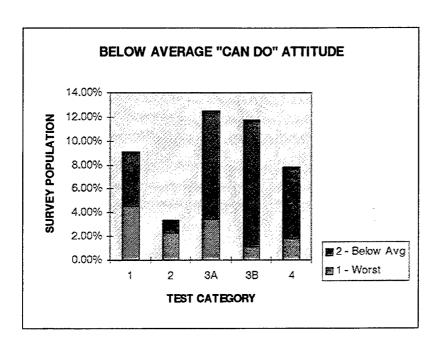


Figure 18

Discipline Problems

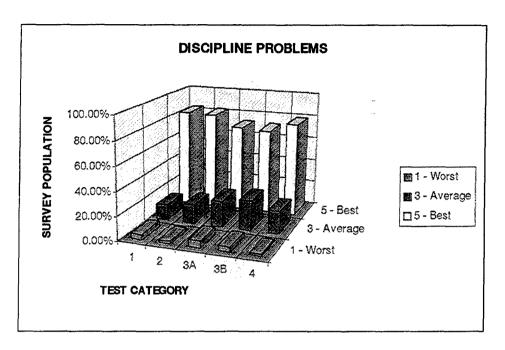


Figure 19

Test Category IIIA soldiers had the highest percentile rating (5.68%) of "worst" in discipline problems while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category I soldiers had the highest percentile rating (82.95%) of "best" in discipline problems while Test Category IIIA had the lowest percentile (72.73%) in that same rating area. By using the "worst" and "average" rating areas as reverse indicators of quality, Test Category I and II soldiers were rated slightly higher than Test Category IV, while a higher percentage of Test Category IIIA and IIIB soldiers were rated in those areas by their commanders (see Discipline Problems: Average & Below Chart at Figure 20).

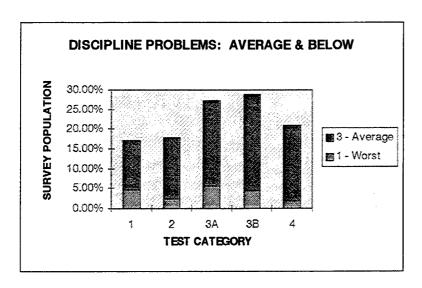


Figure 20

Marksmanship

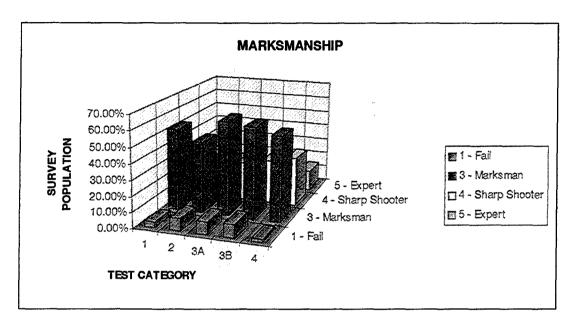


Figure 21

Test Category IIIB soldiers had the highest percentile rating (8.51%) of "failure" in marksmanship while Test Category IV soldiers had the lowest percentile (1.74%) in that same rating area. Test Category I soldiers had the highest percentile rating (18.18%) of "expert" in marksmanship while Test Category IIIB had the lowest percentile (5.32%) in that same rating area. By using the "failure" rating area as a reverse indicator of quality, Test Category IV soldiers were rated by their commanders with the lowest percentage of failure than soldiers in the other Test Categories (see Below Average Marksmanship Below Chart at Figure 22).

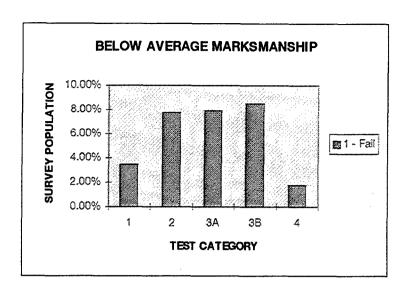


Figure 22

Field Survey Conclusion:

Summary rating comparison for Test Category IV. As a group, Test Category IV ratings by unit commanders were surprisingly competitive with the other test categories. The best ratings came in the areas of tactical proficiency, MOS qualification, military appearance and marksmanship. In these areas a higher percentage of Test Category IV soldiers were rated as average, above average and best (Marksman, Sharpshooter, Expert for marksmanship) than the other test categories. The Test Category IV percentage in those ratings for physical condition was second to only Test Category I. Among the test categories, Test Category IV had the third highest total percentage in average, above average and best ratings in drill attendance, technical proficiency, teamwork, "can do" attitude and discipline problems. The Test Category IV soldiers' rating was fourth in a single area, that being the area of reading skill. The most surprising result was that Test Category IV soldiers as a group were NEVER fifth overall in any rated area. The position of fifth overall fell in most instances to Test Category IIIB (6 of 11 areas rated), and Test Category IIIA (4 of 11 areas rated). The position of fourth overall fell in most instances to Test Category IIIA (6 of 11 areas rated), and Test Category IIIB (3 of 11 areas rated). If the survey and commanders' responses are accurate indicators of soldier "quality", Test Category IVs are roughly comparable to Test Category IIs. Only the reading skills survey area provided information that supported the notion that Test Category IV soldiers are less capable than soldiers in the other Test Categories. Given that reading skills are essential to the testing regime, Test Category IVs

may be poor test takers principally because of poor reading skills. The data also suggests that Test Category IVs may have other aptitudes or motivations that can be translated into valuable military attributes, for example tactical proficiency and MOS qualification, appearance and marksmanship. See Test Category Relative Ranking Chart at Figure 23 below.

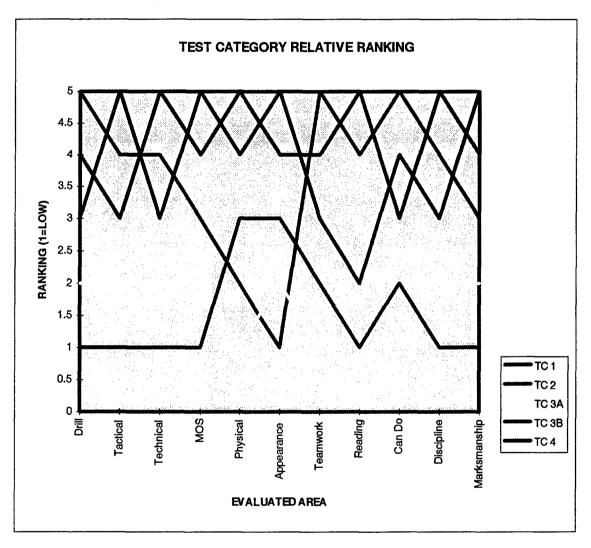


Figure 23

After comparing the relative ranking of test categories, it appears that the overall quality ranking follows the order: Test Categories I, IV, II, IIIA, and IIIB.

CONCLUSION

Retention: Across all cohort years, Test Category IV soldiers were retained at a rate higher than Test Category IIIA and IIIB, and slightly lower that Test Category I and II. From a retention perspective, Test Category IV soldiers appear to be a better investment than Test Category IIIA and IIIB soldiers and roughly comparable to Test Category II.

Promotion: Test Category IV soldiers are not promoted at a significantly lower rate than any other soldier in their cohort year (up to the grade of E-4). Data does suggest that Test Category IV soldiers' promotion potential somewhat diminishes in their eighth year of service, as the majority of their cohort year achieves the rank of E-5 or E-6.

Field Survey: As a group, Test Category IV soldiers are as competitive as other Test Category soldiers. The field survey data indicates Test Category IV soldiers rank best (overall) in the areas of: Tactical Proficiency, MOS Qualification, Marksmanship and Military Appearance. This standing is significant because two of these areas (MOS Qualification and Marksmanship) have objective standards that are used Army-wide. Tactical Proficiency and

Military Appearance are areas influenced by the rating Commanders' subjective standards. In the above areas a higher percentage Test Category IV soldiers were rated as average, above average and best than any other Test Category. Only in the area of Reading Skills did Test Category IV soldiers prove less capable than any other Test Category. The most surprising result was that Test Category IV soldiers were NEVER rated fifth overall (behind all other Test Categories) in any rated area.

When comparing Test Category IV soldiers to the other Test Categories it is clearly evident that Test Category IV soldiers perform better than most in the areas of retention, promotion and military performance. According to this study, the general ranking of all Test Categories is I, II, IV, IIIA and IIIB.

On average Test Category III A and B attrition rates are higher than any other Test Category. As a group Test Category III A and B's are promoted consistently with other soldiers in their cohort year. The surprising results were tabulated from the Field Survey, where data analysis clearly reveals Test Category III soldiers' military performance is below that of the other Test Categories.

There are currently, no recruiting restrictions on Test Category IIIA and B soldiers, to include enlistment bonuses. All Test Category III soldiers are eligible for enlistment bonuses depending on their enlistment MOS. Test Category IIIA soldiers are eligible for the Student Loan Program at the time of enlistment, whereas Test Category IIIB soldiers are not eligible for the same program. There is a recruiting restriction on enlistments of Test Category IV soldiers (less than 2

percent of NPS accessions). Test Category IV soldiers are not eligible for enlistment bonuses or the Student Loan Program.

The Army National Guard must increases their chances of accessing good soldiers who will be retained and satisfactorily perform throughout their first term of enlistment. To do this the Army National Guard should consider increasing the number of Test Category IV accessions by increasing the cap to the Department of Defense goal of 4 percent. If further study indicates continued solid performance of Test Category IV soldiers, they should be considered for inclusion in all recruiting incentives and the cap for Test Category IV NPS accessions should be increased to not more than 10 percent.

APPENDIX A
SURVEY

DATA REQUIRED BY THE PRIVACY ACT OF 1974

AUTHORITY: Title 10 USC Sections 3012, 270, 4301

PRINCIPAL PURPOSE: Use by the National Guard Bureau to support the development of personnel policies and procedures to improve the enlistment and retention of qualified soldiers within the component.

ROUTINE USES: To track and analyze retention survey responses in concert with related personnel SIDPERS-ARNG data. DISCLOSURE: Disclosure of the Social Security Number is voluntary however, failure to disclose the SSN may result in the inability of the survey instrument to be correctly interpreted and adversely impact on the development of future NGB personnel policies and procedures.

SURVEY INSTRUCTIONS

- A. The enclosed survey will be completed by the Company Commander. In cases where the commander cannot evaluate a particular area he/she may ask for input from the supervisor.
- B. If a soldier has been discharged or transferred from the unit, indicate the specific reason for the discharge or transfer action.
- C. A score of 5 ranks the soldier in the top 10% of soldiers of similar grade and time in service. A score of 1 indicates the soldier is among those requiring the most improvement, the bottom 10%.
- D. CIRCLE ONLY ONE NUMBER PER QUESTION/FACTOR.

E. Survey completed by:

	NAME (print):	***************************************		 _
	RANK:			 _
	TELEPHONE NUMBER: Office: _	·	Home: _	 _
Signa	ture / Date			

Retention Survey

For Official Use Only

Unit:

Name:	
SSN:	Rank:
Currently Assigned To Unit?	
1. Yes	
2. Transferred Why:	
3. Separated Why:	

	Best		Average		Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Neve	r	Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS:					

Name:	
SSN:	Rank:
Currently Assigned To Unit?	
1. Yes	
2. Transferred Why:	
3. Separated Why:	

	Best		Average	;	Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Neve	r	Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS:			······································		

Nar	ne:	
SSN	l:	Rank:
Curr 1. Y		ned To Unit?
2. 1	Fransferred	Why:

	Best		Average	!	Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Neve	r	Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS:					

Name:	
SSN:	Rank:
Currently Assigned To Unit? 1. Yes	
Transferred Why: Separated Why:	

	Best		Average	;	Poor
Drill Attendance	5	4	3	2	1
Tactical Proficiency	5	4	3	2	1
Technical Proficiency	5	4	3	2	1
Duty MOS Qualification	5	4	3	2	1
Physical Condition	5	4	3	2	1
Military Appearance	5	4	3	2	1
Team Work	5	4	3	2	1
Reading Skills	5	4	3	2	1
"Can Do" Attitude	5	4	3	2	1
	Neve	r	Some		Often
Disciplinary Problems	5		3		1
	Ex	SS	MM		Fail
Marksmanship	5	4	3		1
Soldier's Duty MOS:					

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APPENDIX B
SURVEYED UNITS

SURVEY Participants	06-Feb-97						
State UPC and NAME	Gain FY	1	<u>2</u>	<u>3A</u>	<u>3B</u>	<u>4</u>	<u>Total</u>
Large : California							
WTSAAA HHC 40TH INF DIV	91	1	1	1	1	1	5
WV7UAA CO F 140TH AVIATION	91	1	1	1	1	1	5
Large: Indiana							
WPPGA0 CO A 113TH ENGINEER BN	95	1	1	1	1	2	6
WPPKA0 CO A (MSE) 138TH SIGNAL I	B 92	1	1	1	1	1	5
WPPWC0 CO C 1ST BN 293D INFANTE	₹ 93	1	1	1	1	1	5
Large : Louisiana							
WPQQT0 HHC (-) 2/156 INF (M)	96	1	1	1	1	1	5
WQP3A0 CO A (-DET 1) 205 ENGR BN		1	1	1	1	1	5 5 5 5
WQPTAA 3671 MAINT CO	95	1	1	1	1	1	5
WTQ3B0 CO B 527 ENGR BN (CBT) (H	95	1	1	1	1	1	5
Large: New York							
WTUZTO HHC (-) 1-105TH INF	96	1	1	1	1	1	5
WYE1T0 HHC 3 BN 108 INF	96	1	1	1	1	1	5
Large : Pennsylvania							
WPGRA0 CO A, 1/109TH IN (MECH)	96	1	1	1	1	2	6
WPGWT0 HHC 1/112TH MECH INF	96	1	1	1	1	1	5
WTU2C0 CO C, 2/112TH MECH INF	90	1	1	1	1	1	5
Large : South Carolina							
WP08B0 CO B 122 ENGR BN WP2UAA HHB 151 FA BDE	92	1	1	1	1	1	5
	· 91	1	1	1	1	1	5
Large : Texas	•						
WV70AA CO F 149TH AVN	88	1	1	1	1	1	5
WVKYT0 HHC 386TH ENGR BN	95	1	1	1	1	1	5
Medium : Arkansas							
WP1YT0 HHC 875 ENGR BN	95	1	1	1	1	1	5
WP39B0 BTRY B 1 BN 142 FA	92	1	1	1	1	1	5
WQNYA0 CO A 39 SPT BN Medium : Connecticut	96	1	1	1	1	1	5
	00						_
W7TKAA AVCRAD (-DET 1) (1109) WP1TA0 CO A 242 ENGR BN	92	1	1	1	1	1	5
WP1TA0 CO A 242 ENGR BN	91 00	4	_	1	1	1	3
WP1TB0 CO B 242 ENGR BN	96 91	1 1	1 1	1	1	1	5
WP1TC0 CO C 242 ENGR BN	93	1	1	1 1	1 1	1 1	5
WP5GC0 CO C 1ST BN 102D INF	95	1	1	1	1	1	5
WQBCAA HSC (AMB) 118TH MED BN	94	1	1	1	1	1	5 5 5 5
WQCXAA 712TH MAINT CO HEM	95	1	1	1	1	1	5
WQLMAA 248 ENGR CO CONST SPT	93	1	1	i	1	1	5
WTDEC0 CO C 280 SIG BN	91	1	1	i	1	2	6
Medium : Georgia	• •	•	•	•	•	_	J
WPDBC0 CO C (-) 2ND BN 121ST IN	89	1	1	1	1	1	5
WYEDAA CO H 121ST IN	89	1	1	1	1	1	5
Medium : Hawaii					·	•	
WPV3AA HHC, 29TH INF BDE (SEP)	96	1	1	1	1	2	6
WPV5T0 HHC (-DET 1), 2D BN, 299TH		·	·	•	•	2	
WPV5T0 HHC (-DET 1), 2D BN, 299TH		1	1	1	1	2	6
WQLVTO HHSB, 1ST BN, 487TH FA	95	1	1	1	1	3	7
WTUFAA CO C (MED LIFT), 193D AVIA	91	1	1	1	1	1	5
WYC7C0 CO C (MED), 29TH SPT BN	96	1	1	1	1	1	2 6 7 5 5
WYC7T0 HHC, 29TH SPT BN	96	1	1	1	1	1	5

State UPC and NAME	Gain FY	1	<u>2</u>	<u>3A</u>	<u>3B</u>	<u>4</u>	<u>Total</u>
Medium : Idaho							
WTQ2B0 CO B(MAINT)(-DET 1) 145 SP	92	1	1	1	1	1	5
WTQ2T0 HHC 145 SPT BN	95	1	1	1	1	1	5
Medium : Illinois							
WP5XT0 HHC, 1ST BN, 178TH INF	91	1	1	1	1	1	5
WPCSB0 COB, (MAINT) 634TH SPT (F	92	1	1	1	1	1	5
WPDQ91 DET 1, 126TH MAINT CO	91	1	1	1	1	1	5
WPDV93 BTRY A, 3RD BN, 123RD FA	91			1	1	1	3
WPDV93 BTRY A, 3RD BN, 123RD FA	95	1	1	1	1	1	5 5 5 5 5 5 5 5 5 5 5 5 5
WPDV99 SVC BTRY, 3RD BN, 123RD F	96	1	1	1	1	2	6
WPL5A0 BTRY A, 2ND BN, 123RD FA	96	1	1	1	1	1	5
WPMETO HHC, 1ST BN, 131ST INF	95	1	1	1	1	1	5
WQCBAA 3637TH MAINT CO	89					2	2
WQCBAA 3637TH MAINT CO	96	1	1	1	1	2	6
WQTGAA HHC 66TH BDE 34TH INF DIV	96	1	1	1	1	1	5
WQTLAA 135TH ENGR CO	96	1	1	1	1	2	6
WYDETO HHC, 1ST BN, 106TH AVN	96	1	1	1	1	1	5
Medium : Iowa							
WPBAA0 TRP A 1ST SQDN 113TH CAV	96	1	1	1	1	1	5
WPCRB0 CO B (MAINT) 334TH SPT BN	94	1	1	1	1	1	5 5
WTHTAA 1034TH QM CO (SUPPLY)	95	•	•	'	1	2	3
WTHTAA 1034TH QM CO (SUPPLY)	96	1	1	1	1	1	3 5 5
WVH8AA 3657TH MAINT CO	96	1	1	1	1	1	5
WYQ9AA 194TH INF DET (LRS)	96	1	1	1	1	1	5
Medium: Kansas	30	•	•	'	•	•	3
WQVWA 714TH MAINT CO (-)	94	4	4	4	4	4	E
WXFDAA 226TH ENGR CO (-)	94 96	1 1	1	1 1	1	1 1	5
• • • • • • • • • • • • • • • • • • • •	90	i	1	1	ı	1	5
Medium: Kentucky	00					_	•
WV6GA0 CO A 206TH EN BN	90			_	1	2	3
WV6GA0 C0 A 206TH EN BN	91	1	1	1	1	1	5
WV6GB0 CO B 206TH EN BN 35TH ID (93	1	1	1	1	1	5
Medium : Massachusetts			_	_			
WPF5T0 HHC 1ST BN 104 INF	89	1	1	1	1	1	5
WPFUTO HHC 1-182 IN BN (MECH)	88		_	1	1	1	3
WPFUT0 HHC 1-182 IN BN (MECH)	90	1	1	1	1	1	5
ledium : Michigan							
WPT7B0 CO B 3 BN 126 INF	96	1	1	1	1	1	5
WXDKAA 1071 MAINT CO (HVY EQUIP)	92	1	1	1	1	1	5
ledium : Minnesota							
WPE8T0 HHB 1-216TH ADA	96	1	1	1	1	1	5
WPU1B0 BTRY B 1-125TH FA	91	1	1	1	1	1	
WPU3A0 BTRY A 1-151ST FA	92	1	1	1	1	1	5 5 5 5 5
WPU8D0 CO D 434TH MS BN	88	1	1	1	1	1	5
WPUMB0 CO B 134 FS BN	95	1	1	1	1	1	5
WPUYB0 CO B 1-194TH IN (M)	93	1	1	1	1	1	5
WPUYCO CO C 1-194TH IN (M)	96	1	1	1	1	2	6
ledium : Mississippi							
WPKDT0 HHB(-), 2D BN, 114TH FA	95	1	1	1	1	1	5
WTNBTO HHC, 106TH SPT BN	90	1	1	1	1	2	6
WTRCAA TRP A, 98TH CAV (-)	93	1	1	1	1	1	5
ledium : Missouri	-	•	•	•	•	•	J
iodidiri . Iffigaodii							
WXALT0 HSC (-DET 1) 203D ENGR BN	92	1	1	1	1	1	5

State UPC a	and NAME	Gain FY	<u>1</u>	<u>2</u>	<u>3A</u>	<u>3B</u>	<u>4</u>	<u>Total</u>
WV5TA0	CO A (AREA) 135TH SIG BN	91	1	1	1	1	1	5
Medium : New Jo	ersey							
WPE7A0	CO A 1ST BN 114TH INF	95	1	1	1	1	1	5
WPERA0	CO A (S&S) 50TH SPT BN (M		1	1	1	1	1	5
	DET 1 253RD TRANS CO	92	1	1	1	1	1	5
Medium : New M	lexico							
WQC2AA	3631ST MAINT CO	88	1	1	1	1	1	5
Medium : North I	Dakota		•	•	•	•	·	•
	HHC 141ST ENGR CBT BN (89			1	1	1	3
	HHC 141ST ENGR CBT BN (93	1	1	1	1	1	5
	CO A(-) 164TH ENGR BN (ME		1	1	1	1	1	
	CO C 164TH ENGR BN(CORI		1	1	1	1	1	5 5
	957TH ENGR CO(ASLT FLTB		1	1	1	1	2	6
Medium : Ohio	307 THE NOR COLACE TELE	32	,	'	'	'	2	O
	CO B 612 EN BN	94	1	1	1	4	4	_
Medium : Oklaho		94	ı	i	1	1	1	5
		0.4		_	4			_
	CO B (MAINT) 700 SPT BN	94	1	1	1	1	1	5
Medium : Oregor								
	A/1-162 IN	96	1	1	1	1	1	5
	HHC(-)/1-162 IN	91	1	1	1	1	1	5
	HHC/1249 EN	92	1	1	1	1	1	5
Medium : Puerto								
WP9VAA	201ST EVAC HOSP	96	1	1	1	1	1	5
Medium: Rhode	Island							
WPRYAA	861 ENG CO CBT SPT EQ	96	1	1	1	1	4	8
Medium : Utah								
	CO A (-) 1457 EN BN (CBT)	89	1	1	1	1	1	5
	DET 1 CO C 1457 EN BN (CB		1	1	1	i	2	6
	HHB 2 BN 222 FA 155SP	89	1	1	i	i	1	5
	116 EN CO (CSE)	89	1	1	1	i 1	1	5
Medium : Vermo	, ,	-	•	•	•	•	•	J
	HHC 2 BN 172 AR	91	1	1	1	1	1	5
Medium : Virginia		91	1	1	•	•	1	3
_		06	4	4	4			F
	CO A 276TH ENGR BN CO C 276TH ENGR BN	96	1	1	1	1	1	5
		96	1	1	1	1	1	5
	CO B 229 ENGR BN	96	1	1	1	1	1	5 3
	CO A 3D BN 116TH INF	91			1	1	1	3
	CO A 3D BN 116TH INF	92	1	1	1	1	1	5
Medium : Washir	-							
	HHC 1ST BN 161ST INF	96	1	1	1	1	1	5
Medium : West V	<u> </u>							
	BTRY A (-DET 1) 1/201ST FA	90	1	1	1	1	1	5
WQDBAA	3664TH MAINT CO	96	1	1	1	1	1	5
Medium : Wiscor	nsin							
WPLAA0	BTRY A(-) 1ST BN 126TH FA	96	1	1	1	1	1	5
	CO B 1ST BN 128TH INF	92	1	1	1	1	1	
	CO E 1ST BN 128TH INF	92	1	1	1	1	1	5
WPLET1	DET 1 HHC 1ST BN 128TH IN		1	1	1	1	1	5 5 5 5
	DET 1 229TH ENGR CO	94	1	1	1	1	1	5
Small: New Ham					-	•	•	-
	HHB 197TH FA BRIGADE	96	1	1	1	1	1	5
								-
	Totals	.=	109	109	114	116	139	587

APPENDIX C CALCULATION OF STATE END STRENGTH

Based a state's Assigned strength

1 Std deviation: 4428

Median: 6823

Less than 2395 is Small State 2395-11251 is medium state

Greater than 11251 is a large state

The following provides a report of ARNG strength and arrays them by size based on Standard Deviation

STATE	STRENGTH	% of Total	STATE	+/- 1 STDEV	
AK	2050	0.556%	GQ	-0.860889016	SMALL
AL	15979	4.337%	VQ	-0.817303918	SMALL
AR	8627	2.341%	WY	-0.668030605	SMALL
AZ	3955	1.073%	NV	-0.643189358	SMALL
CA	17972	4.878%	DE	-0.62331636	SMALL
CO	3458	0.939%	NH	-0.617218963	SMALL
CT	4082	1.108%	DC	-0.604346681	SMALL
DC	1752	0.476%	AK	-0.537049484	SMALL
DE	1668	0.453%	ME	-0.475623854	SMALL
FL	10458	2.838%	RI	-0.436329517	SMALL
GA	9200	2.497%	MT	-0.409229975	
GQ	616				SMALL
		0.167%	HI	-0.319123996	SMALL
HI	3015	0.818%	ID	-0.263569934	SMALL
IA	7180	1.949%	NE	-0.250020163	SMALL
ID	3261	0.885%	Vī	-0.249794334	SMALL
IL	9984	2.710%	SD	-0.241890301	SMALL
IN	11923	<i>-</i> 3.236%	WV	-0.240309494	SMALL
KS	6164	1.673%	ND	-0.231727972	SMALL
KY	6486	1.760%	CO	-0.219081519	SMALL
LA	11504	3.122%	NM	-0.195595249	SMALL
MA	9523	2.585%	AZ	-0.106844247	SMALL
MD	6173	1.675%	CT	-0.078163898	SMALL
ME	2322	0.630%	UT	0.142923202	MEDIUM
MI	9613	2.609%	WA	0.339846544	MEDIUM
MN	8990	2.440%	KS	0.392013163	MEDIUM
MO	7117	1.932%	MD	0.394045628	MEDIUM
MS	10562	2.867%	OR	0.43559826	MEDIUM
MT	2616	0.710%	ΚΥ	0.464730268	MEDIUM
NC	10537	2.860%	NJ	0.589839822	MEDIUM
ND	3402	0.923%	MO	0.607228696	MEDIUM
NE	3321	0.901%	IA	0.621455955	MEDIUM
NH	1695	0.460%	wi	0.670009302	MEDIUM
NJ	7040	1.911%	VA VA	0.670686791	MEDIUM
NM	3562	0.967%	ok	0.682429926	MEDIUM
	1580				
NV		0.429%	RQ	0.935133159	MEDIUM
NY	11628	3.156%	AR	0.948231271	MEDIUM
OH	9599	2.605%	MN	1.030207387	LARGE
OK	7450	2.022%	GA	1.077631586	LARGE -
OR	6357	1.725%	MA	1.150574521	LARGE
PA	16817	4.564%	ОН	1.167737565	LARGE
RI	2496	0.677%	MI	1.170899178	LARGE
RQ	8569	2.326%	IL	1.25468193	LARGE
SC	11298	3.066%	FL	1.361725123	LARGE
SD	3357	0.911%	NC	1.379565655	LARGE
TN	11579	3.143%	MS	1.385211393	LARGE
TX	17157	4.657%	SC	1.55142192	LARGE
UT	5061	1.374%	LA	1.597942801	LARGE
VA	7398	2.008%	TN	1.614880015	LARGE
VQ	809	0.220%	NY	1.625945661	LARGE
VT	3322	0.902%	IN	1.69256537	LARGE
WA	5933	1.610%	AL	2.608529904	LARGE
WI	7395	2.007%	PA	2.797775042	LARGE
w	3364	0.913%	TX	2.874557079	LARGE
WY	1470	0.399%	CA	3.058608138	LARGE
TOTAL	368,446				

AVERAGE 6823 MEDIAN 6422 STD DEV 4428.119047

APPENDIX D SURVEY DEMOGRAPHICS

Survey Counts

Number of Units Surveyed	109
Number of Units Responded	95
Number of Individuals Surveyed	587
Number of Individuals Responded	518
Number of Individuals Still In Unit	475

MOS-TC Counts

Duty MOS	1	2	ЗА	3B	4	MOS Total	MOS Percentage
11B	11	7	8	11	17		11.37%
12B	9	12	7:	11	13	52	10.95%
88M	6	1	2:	9	9	27	5.68%
63B	3	3	5.	3	11	25	5.26%
92A	5	2	5	8	4	24	5.05%
13B	5	3	4	6	5	23	4.84%
92G	3	4	4:	3	9	23	4.84%
91B	6	3	5	3	1	18	3.79%
63W	:	2	3	2	9	16	3.37%
62E	1:	1	4	2	7	15	3.16%
11C	3	4	2.	1	4	14	2.95%
92Y	2	4	3	5	-	14	2.95%
71L	1:	4	3	2	3	13	2.74%
31U	2	3	2	5		12	2.53%
11H	2 1	1	2	2	2	8	1.68%
19D	1.	3	1:	1	2	8	1.68%
13E	2.	3	1;		1	7	1.47%
638	2	2	1	1	1	7	1.47%
63H		2	1	1	2	6	1.26%
63T	1	1	3:		1	6	1.26%
12C	1.	1	1	1	1	5	1.05%
62B		1	1	1	2!	5	1.05%
11M	1	1		1	1	4	0.84%
31C	1		2	1		4	0.84%
52D		1		3		4	0.84%
77F	1	1	1;	1		4	0.84%
13C	1		1:	1		3	0.63%
35E	2.	1				3	0.63%
44E	:	1		1	1	3	0.63%
51B	1.		1:	1		3	0.63%
62J	2	1				3	0.63%
63G		1	2			3	0.63%
63J				1	2	3	0.63%
67U	1	1	!	-	1	3	0.63%
75B			1:	1	1	. 3	0.63%
09R		2				2	0.42%
13F		1	1			2	0.42%
31F	1			1		2	0.42%
31P	1	1				2	0.42%
31R		1	1.	j		2	0.42%
31V	1		1:			2	0.42%
35F	1:		1:			2	0.42%
35J	2			1		2	0.42%
43M			t .	11	1	2	0.42%
45K	1		1	:		2	0.42%
51R	1	1				2	0.42%
54B		1	1			2	0.42%
67T	1	1		!	· · · · · · · · · · · · · · · · · · ·	2	0.42%
77W			2	i	:	2	0.42%

MOS-TC Counts

13A	!	1:				1	0.21%
31H		!		1	İ	1	0.21%
35N			1			1	0.21%
45T	1!				i i	1	0.21%
51K	i					1 1	0.21%
52C		1			i i	1	0.21%
63Y				1	!	1	0.21%
64T		1			i	1	0.21%
67V	:		1			1	0.21%
68B	1	:			! !	1 1	0.21%
68G					1	1	0.21%
71D		1				1	0.21%
71G	<u> </u>			1		1	0.21%
74C		1		•		1	0.21%
76J					1	1	0.21%
91A		i	1			1	0.21%
91C	1!					1	0.21%
91Q		1				1	0.21%
91S		1				1	0.21%
92B		i			1	1 1	0.21%
93P			1	l		1	0.21%
96B	1					1	0.21%
TOTAL	88	90	88	94	115	475	100.00%

CMF Demographics

CMF	1	2	ЗА	3B	4	Total	Percentage
		1	1	1		3	0.64%
Administration		5	3	3	4	15	3.19%
Aircraft Maintenance	3	2	1	i	2	8	1.70%
Armor	1	3	1	1	2	8	1.70%
Aviation Operations	!		1		l	1	0.21%
Chemical		1	1		ļ	2	0.43%
Combat Engineering	10	13	8	12	14	57	12.13%
Elec Maint & Calibra	5	1	2	!		8	1.70%
Field Artillery	8	7	6	6	6	33	7.02%
General Eng	5	3	5	3	8	24	5.11%
Infantry	15	13	12	15	24	79	16.81%
Mechanical Mnt	8	15	17	14	29	83	17.66%
Medical	7	5	6	4	3	25	5.32%
Military Intelligence	1					1	0.21%
Petroleum & Water	1	1	3	1		6	1.28%
Record Info Oper		• 1				1	0.21%
Signal Operations	6	5	6	7		24	5.11%
Special Reporting		2				2	0.43%
Supply & Service	10	10	12	17	14	63	
Transportation	6	1	2	9	9	27	5.74%
	!			:		470	100.00%

APPENDIX E

LOSSES BY COHORT YEAR, TEST CATEGORY AND CIVILIAN EDUCATION

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

lest cat - CIV Ed	BegStr	88	<u>68</u>	<u>8</u>	<u></u>	<u> </u>	<u>8</u>	8	န္ပု	8	Total Losses
Cohort Year: 88											
MC 1 : HSG Tier 1	1,465	20	194	265	141	122	104	284	102	43	1,305
MC 1 : HSG Tier 2	18	7	2	မ	0	-	2	3	0	-	17
MC 1: NHS	35	7	6	မှ	4	2	-	9	2	-	33
All MC 1	1,518	54	205	277	145	125	107	293	104	45	1,355
MC 2 : HSG Tier 1	9,791	406	1,249	1,555	885	848	229	1,960	637	270	8,487
MC 2 : HSG Tier 2	376	43	87	81	37	26	24	29	14	2	346
MC 2: NHS	589	33	140	126	7.7	24	56	. 28	18	13	554
All MC 2	10,756	488	1,476	1,762	666	931	727	2,047	699	288	9,387
MC 3A : HSG Tier 1	5,721	256	840	952	292	484	382	1,025	371	135	5,010
MC 3A : HSG Tier 2	514	49	131	131	99	41	53	32	10	4	493
MC 3A: NHS	800	81	218	174	102	56	40	40	25	. 11	747
All MC 3A	7,035	386	1,189	1,257	733	581	451	1,097	406	150	6,250
MC 3B: HSG Tier 1	9,822	496	1,612	1,847	930	883	628	1,514	512	216	8,638
MC 3B: HSG Tier 2	2,309	272	543	563	303	189	87	137	56	24	2,174
MC 3B; NHS	3,244	357	752	842	420	291	137	164	74	33	3,070
All MC 3B	15,375	1,125	2,907	3,252	1,653	1,363	852	1,815	642	273	13,882
MC 4 : HSG Tier 1	3,186	201	591	237	377	345	173	257	145	99	2,692
MC 4: HSG Tier 2	45	7	89	7	2	5	9	-	2	-	39
MC 4: NHS	69	4	13	13	7	\$	က	5	0	-	51
All MC 4	3,290	212	612	222	386	355	182	263	147	68	2,782
MC 5 : HSG Tier 1	2	0	0	0	0	0	-	-			2
All MC 5	7	0	0	0	0	0	-	-			2
MC Unk: HSG Tier 1	423	34	101	112	35	33	12	33	18	က	381
MC Unk: HSG Tier 2	15	-	4	4	-	2	7	0	0	0	14
MC Unk: NHS	40	7	9	80	80	7	က	က	2	0	37
All MC Unk	478	37	111	124	44	37	17	36	23	က	432
All HSG Tier 1	30,410	1,443	4,587	5,268	2,933	2,715	1,977	5,074	1,785	733	26,515
All HSG Tier 2	3,277	374	775	792	409	264	150	202	82	35	3,083
Ali NHS	4,767	485	1,138	1,169	618	413	210	276	124	29	4,492
Grand Total	38.454	2,302	6,500	7.229	3,960	3.392	2.337	5.552	1 991	R27	34 000

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

Test Cat - Civ Ed	BegStr	88	68	<u>6</u>	<u></u>	92	8	34	92	96	Total Losses
Cohort Year: 89											
MC 1 : HSG Tier 1	1,747		78	315	213	202	166	103	337	84	1,501
MC 1: HSG Tier 2	16		-	4	2	9	0	-	0	0	14
MC 1: NHS	12		က	32	-	-	2				12
All MC 1	1,775		82	324	216	212	168	104	337	84	1,527
MC 2 : HSG Tier 1	10,844		449	1,497	1,240	1,181	972	635	2,484	630	9,088
MC 2: HSG Tier 2	443		51	117	61	7.1	32	21	37	=	401
MC 2: NHS	346		33	91	53	65	27	17	22	6	317
All MC 2	11,633		533	1,705	1,354	1,317	1 031	673	2,543	650	908'6
MC 3A: HSG Tier 1	6,646		312	1,013	800	820	593	372	1,335	327	5,572
MC 3A: HSG Tier 2	613		89	188	11	107	22	27	44	13	581
MC 3A: NHS	640		99	191	96	112	64	23	31	6	592
All MC 3A	7,899		446	1,392	973	1,039	714	422	1,410	349	6,745
MC 3B: HSG Tier 1	10,431		628	1,766	1,351	1,319	944	614	1,865	472	8,959
MC 3B: HSG Tier 2	1,961		235	478	278	416	183	87	112	43	1,832
MC 3B; NHS	2,946		302	864	386	639	245	119	143	55	2,756
All MC 3B	15,338		1,168	3,108	2,015	2,374	1,372	820	2,120	570	13,547
MC 4: HSG Tier 1	3,810		183	704	433	700	328	194	363	157	3,093
MC 4: HSG Tler 2	56		2	9	4	5	3	-	0	0	21
MC 4: NHS	17		-	7	0	2	3	0	,-	-	15
All MC 4	3,853		186	717	437	707	365	195	364	158	3,129
MC 5 : HSG Tier 1	-		~								-
All MC 5	-		-								-
MC Unk: HSG Tier 1	168		31	83	33	Ξ	7	2	-		168
MC Unk: HSG Tier 2	-		-								-
MC Unk: NHS	S	•	2	2	-						S.
All MC Unk	174		34	82	34	Ξ	_	2	-		174
All HSG Tier 1	33,647		1,682	5,378	4,070	4,236	3,041	1,920	6,385	1,670	28,382
All HSG Tier 2	3,060		358	793	422	605	275	137	193	29	2,850
All NHS	3,966		410	1,160	537	819	341	159	197	74	3,697
Grand Total	40,673		2,450	7,331	5,029	5,660	3.657	2.216	6.775	1811	34,929

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

	Test Cat - Civ Ed	BegStr	88	<u>8</u>	8	티	92	6	94	95	96	Total Losses
Copy	Cohort Year: 90											
	MC 1 : HSG Tier 1	1,484			130	200	196	178	118	61	288	1,171
	MC 1 : HSG Tier 2	80			-	7	က	2				8
	MC 1: NHS	6			7	7	0	7	-	0	-	80
	All MC 1	1,501			133	204	199	182	119	61	289	1,187
	MC 2: HSG Tier 1	9,464			602	1,200	1,286	1,066	732	222	1,936	7,377
	MC 2: HSG Tier 2	573			72	127	105	103	44	31	40	522
	MC 2: NHS	346			61	99	61	85	. 16	16	14	319
	All MC 2	10,383			735	1,393	1,452	1,254	792	602	1,990	8,218
	MC 3A: HSG Tier 1	6,088			452	807	942	755	470	375	1,087	4,888
	MC 3A: HSG Tier 2	006			122	200	184	172	69	32	41	823
	MC 3A: NHS	629			113	133	129	136	42	22	16	591
	All MC 3A	7,617			687	1,140	1,255	1,063	581	432	1,144	6,302
	MC 3B: HSG Tier 1	9,370			775	1,395	1,535	1,150	754	537	1,438	7,584
	MC 3B: HSG Tier 2	2,133			290	430	467	398	174	88	81	1,929
	MC 3B: NHS	2,468			456	476	206	523	146	80	109	2,296
	All MC 3B	13,971			1,521	2,301	2,508	2,071	1,074	206	1,628	11,809
67	MC 4: HSG Tier 1	3,181			333	499	442	929	260	163	258	2,531
,	MC 4: HSG Tier 2	17			2	6	7	4				17
	MC 4: NHS	4			2	5	3	-	-	0	0	12
	All MC 4	3,212			337	513	447	581	261	163	258	2,560
	MC Unk: HSG Tier 1	170			51	82	18	თ	7	-	0	163
	MC Unk: HSG Tier 2	က			-	2						3
	MC Unk: NHS	6			-	က	7	0	0	-	0	7
	All MC Unk	182			53	87	20	6	2	2	0	173
	All HSG Tier 1	29,757			2,343	4,183	4,419	3,734	2,336	1,692	5,007	23,714
	All HSG Tier 2	3,634			488	770	761	629	287	155	162	3,302
	All NHS	3,475			635	685	701	747	506	119	140	3,233
	Grand Total	36,866			3,466	5,638	5,881	5,160	2,829	1,966	5,309	30,249

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

Cohort Vear: 91 Good of Cohort Vear: 91 Good of Cohort Vear: 91 47 133 135 96 75 69 565 MC1: HSGTIEr1 20 19 2 4 2 2 1 16 MC1: HSGTIEr2 20 19 2 7 4 2 1 16 MC1: HSGTIEr2 30 25 4 2 2 1 16 17 MC2: HSGTIEr1 850 357 406 976 976 497 496 30 477 346 388 MC2: HSGTIEr1 850 778 158 156 30 477 514 406 978 406 992 676 497 406 375 406 992 678 406 992 678 406 992 678 406 992 678 406 992 406 992 406 992 406 992 406 992 406 992 4		Test Cat - Civ Ed	BegStr	88	88	8	91	95	93	94	95	96	Total Losses
MC 1: HSG Tler 1 955 MC 1: HSG Tler 1 955 MC 1: HSG Tler 1 955 MC 1: HSG Tler 1 95 75 69 75 69 MC 1: HSG Tler 2 20 7 4 2 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 7 9 7 7 9 7 9 7 9 7 9 7 9 7 9 9 7 9 9 7 9 9 7 9 9 7 9 9 7 9 9 7 9 <t< th=""><th>Cop</th><th>ort Year: 91</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th>,</th></t<>	Cop	ort Year: 91											,
MCC: HSG Tierz 2 20		MC 1: HSG Tier 1	955				47	133	135	96	75	69	555
MCC :: NHS All MOCT All		MC 1: HSG Tier 2	20				2	S	4	7	7	-	16
All MC1 993 All MC1 145 144 100 78 70 MC2: HSG Tiler1 6,557 985 985 976 992 676 497 346 MC2: HSG Tiler1 850 985 985 985 992 676 497 346 MC2: NLS 7780 978 138 94 40 12 All MC2 7780 986 275 986 393 386 All MC2 All MC2 4366 873 465 352 234 MC3A: HSG Tiler1 4,366 1,087 465 352 465 352 234 All MC 3A: HSG Tiler2 1,086 1,036 1,136 80 352 234 MC 3B: HSG Tiler2 3,574 1,678 80 80 525 689 352 MC 3B: HSG Tiler3 3,574 4,673 3,44 4,66 3,52 1,79 4,70 MC 4: HSG Tiler4 3,574 3,51		MC 1: NHS	18				7	7	2	2	-	0	11
MC2: HSG Tler1 6,357 405 976 976 976 977 346 MC2: HSG Tler2 850 950 973 405 975 192 676 97 346 MC2: NHS 573 7780 778 147 98 225 192 676 97 36 ALI MC2 ALI MC2 4,366 778 1,356 1,322 906 552 234 MC3A: HSG Tler1 4,366 1,477 1,635 1,69 672 1,64 1,67 1,25 465 32 AMC3A: HSG Tler1 7,478 622 1,547 1,256 109 52 244 3 MC 3B: HSG Tler1 7,478 622 1,547 1,360 82 35 32 MC 3B: HSG Tler1 3,547 66 104 47 41 70 42 24 106 82 MC 3B: HSG Tler1 3,677 4,628 3,443 2,614 4,16 41 <th></th> <th>All MC 1</th> <th>993</th> <th></th> <th></th> <th></th> <th>51</th> <th>145</th> <th>144</th> <th>100</th> <th>78</th> <th>20</th> <th>588</th>		All MC 1	993				51	145	144	100	78	20	588
MC 2: HSG Tier 2 6850 98 225 192 136 56 30 MC 2: NHS 573 673 675 154 138 94 40 12 All MC 2: NHS 7780 577 678 675 132 906 593 388 MC 3A: HSG Tier 1 4,366 275 193 409 305 229 68 33 MC 3A: HSG Tier 1 1,086 6929 613 1,495 125 689 36 23 388 All MC 3A: NHS 6,929 669 1,014 647 611 271		MC 2 : HSG Tier 1	6,357				405	916	992	9/9	497	346	3,892
MC 2 : NHS 573 76 154 138 94 40 12 All MC 2 All MC 3 4.366 4.356 1,325 9.06 593 398 All		MC 2 : HSG Tier 2	820				86	225	192	136	26	30	737
AII MC 2 7780 7780 579 1,355 1,325 906 593 388 MC 3A; HSG Tier 1 4,366 TS 46 575 465 592 234 MC 3A; HSG Tier 2 1,477 4,366 1,086 47 49 725 465 532 234 MC 3A; HSG Tier 1 1,086 613 1,547 1,256 890 520 290 AC 3B; HSG Tier 1 7,478 6329 68 35 88 35 MC 3B; HSG Tier 2 3,647 1,547 1,265 890 520 290 MC 3B; HSG Tier 3 3,647 669 1,044 49 52 589 35 ALI MC 3B; HSG Tier 4 2,644 1,366 867 447 61 70 89 528 AND 70 70 70 70 70 70 70 70 70 70 70 70 70 70 70 70 70 70		MC 2 : NHS	573				9/	154	138	94	40	12	514
MC 3A: HSG Tler 1 4,366 4,366 275 819 725 465 352 234 MC 3A: HSG Tler 2 1,477 1,986 145 319 225 146 35 234 MC 3A: NHS 1,086 1,086 1,086 1,47 1,586 89 25 186 33 All MC 3A: NHS 3,478 6,929 6,174 1,586 89 677 492 219 90 MC 3B: HSG Tler 1 2,478 6,69 1,014 647 611 271 70 MC 3B: HSG Tler 2 3,677 6,69 1,014 647 611 271 70 MC 3B: HSG Tler 3 3,677 4,03 4,46 611 271 70 88 677 416 416 576 416 70 <th></th> <th>All MC 2</th> <th>7.780</th> <th></th> <th></th> <th></th> <th>629</th> <th>1,355</th> <th>1,322</th> <th>906</th> <th>593</th> <th>388</th> <th>5,143</th>		All MC 2	7.780				629	1,355	1,322	906	593	388	5,143
MC 3A: HSG Tile 2 1,477 193 409 305 239 88 33 MC 3A: HSG Tile 2 1,086 1,086 1,477 1,486 319 225 186 80 23 All MC 3A All MC 3B All MC 3B 1,574 1,255 890 520 290 AC 3B: HSG Tiler 2 3,48 6,929 669 1,014 647 611 271 70 MC 3B: HSG Tiler 2 3,677 4,403 699 1,014 647 611 271 70 ALI MC 3B MC 3B: HSG Tiler 1 2,651 669 1,014 647 611 271 70 MC 4: HSG Tiler 2 3,651 3,43 2,614 1,055 1,079 528 1,079 528 MC 4: HSG Tiler 2 13 4 2 1,14 2 1,079 2 1,079 2 1,079 1,079 1,079 1,079 1,079 1,079 1,079 1,079 1,079 1,079		MC 3A: HSG Tier 1	4,366				275	819	725	465	352	234	2,870
MC 3A. NHS 1,086 145 319 225 186 80 23 All MC 3A. 6,929 613 1,547 1,255 890 520 290 AC 3B. HSG Tier 1 7,478 6,929 613 1,547 1,255 890 520 290 MC 3B. HSG Tier 2 3,547 662 1,014 647 611 271 70 MC 3B. HSG Tier 3 3,677 669 1,014 647 611 271 70 MC 3B. HSG Tier 4 2,651 7 647 617 271 70 All MC 3B. HSG Tier 1 1,651 2,644 1,676 4,16 208 352 MC 4: HSG Tier 1 2,651 39 4,16 208 132 MC 4: HSG Tier 1 1,25 39 4,1 2 1 0 2 MC Unix: HSG Tier 1 1,22 3 4 1 0 1 1 0 0 MC Unix: HSG Tier 1 1,		MC 3A · HSG Tier 2	1.477				193	409	305	239	88	33	1,267
All MC 3A 6 929 6132 1,547 1,255 890 520 290 MC 3B: HSG Tier 1 7,478 6 929 622 1,541 1,360 652 589 352 MC 3B: HSG Tier 2 3,248 669 1,014 647 641 271 70 AII MC 3B. NHS 14,403 1,792 3,443 2,614 1,955 1,079 528 AII MC 3B. NHS 14,403 1,792 3,443 2,614 1,955 1,079 528 MC 4: HSG Tier 1 2,651 4 2 1 0 2 0 MC 4: HSG Tier 1 1,25 30 4 2 1 0 2 0 MC 4: HSG Tier 2 1,33 301 551 395 417 210 1 MC Unk: HSG Tier 2 1,33 4 1 0 2 0 1 MC Unk: HSG Tier 1 1,32 4 1 0 0 0 0		MC 3A · NHS	1.086				145	319	225	186	8	23	826
MC 3B: HSG Tiler 1 7,478 622 1,541 1,380 852 589 352 MC 3B: HSG Tiler 2 3,248 MC 3B: HSG Tiler 2 3,677 492 219 106 MC 3B: NHS 14,403 1,792 3,443 2,614 1,955 1,079 528 All MC 3B: NHS 14,403 1,792 3,443 2,614 1,955 1,079 528 All MC 4: HSG Tiler 2 9 1,792 3,443 2,614 1,955 1,079 528 MC 4: HSG Tiler 2 9 4 2 1 0 2 0 1 0 2 0 1 0 <th< td=""><th></th><td>All MC 3A</td><td>6,929</td><td></td><td></td><td></td><td>613</td><td>1,547</td><td>1,255</td><td>890</td><td>520</td><td>290</td><td>5,115</td></th<>		All MC 3A	6,929				613	1,547	1,255	890	520	290	5,115
MC 3B: HSG Tilez 3,248 501 888 607 492 219 106 MC 3B: NHS 3,677 669 1,014 647 611 271 70 All MC 3B 14,403 1,792 3,443 2,614 1,955 1,079 528 All MC 4: HSG Tiler 1 2,651 669 1,014 647 611 271 70 MC 4: HSG Tiler 2 9 4 2 1 0 2 28 MC 4: HSG Tiler 2 13 301 551 395 417 20 0 MC Unix: HSG Tiler 2 13 45 20 1 0 0 0 MC Unix: HSG Tiler 2 13 45 2 7 0 2 0 1 MC Unix: HSG Tiler 3 143 143 1,670 4,060 3,626 2,515 1,726 1,133 All HSG Tiler 3 5,617 1,016 894 392 1,619 All HSG Tiler 3		MC 3B: HSG Tier 1	7,478				622	1,541	1,360	852	589	352	5,316
MC 3B: NHS 3,677 669 1,014 647 611 271 70 All MC 3B 14,403 1,403 1,792 3,443 2,614 1,955 1,079 528 MC 4: HSG Tier 1 2,651 9 646 394 416 208 132 MC 4: HSG Tier 2 13 7 3 0 1 0 2 MC 4: HSG Tier 2 2,673 301 551 395 417 210 132 ALI MC 4: NHS 122 301 551 395 417 210 132 MC Unk: HSG Tier 2 13 45 2 1 0 0 0 0 ALI MSG Tier 1 21,329 4 1 0 2 0 1 ALI MSG Tier 1 2,517 4,060 3,626 2,515 1,726 1,133 ALI HSG Tier 2 5,617 901 1,501 1,016 894 392 165 ALI NHS		MC 3B. HSG Tier 2	3,248				501	888	209	492	219	106	2,813
MIMC 3B 14,403 1,792 3,443 2,614 1,955 1,079 528 MC4 : HSG Tier 1 2,651 9 546 394 416 208 132 MC4 : HSG Tier 1 13 7 3 0 1 0 2 MC 4 : HSG Tier 2 13 7 3 0 1 0 0 All MC4 : NHS 2,673 301 551 395 417 210 132 MC Unk: HSG Tier 2 13 4 5 7 0 2 0 1 MC Unk: HSG Tier 2 13 4 1 0 2 0 1 MC Unk: HSG Tier 3 4 1 0 2 0 1 All MC Unk: HSG Tier 4 143 4 1 0 0 0 All MSG Tier 4 143 4 1 0 0 0 0 All MSG Tier 2 5,617 4,060 3,626 2,515		MC 3B: NHS	3,677				699	1,014	647	611	271	20	3,282
MC 4: HSG Tiler 1 2,651 290 546 394 416 208 132 MC 4: HSG Tiler 2 9 4 2 1 0 2 0 1 0 2 MC 4: NHS 13 7 3 0 1 0 2 0 1 0		All MC 3B	14,403				1,792	3,443	2,614	1,955	1,079	528	11,411
MC4: HSG Tiler 2 9 4 2 1 0 2 MC4: NHS 13 7 3 0 1 0 2 MC Unk: HSG Tiler 1 122 301 551 395 417 210 132 MC Unk: HSG Tiler 2 13 31 45 20 10 5 0 MC Unk: HSG Tiler 2 143 2 4 1 0 2 0 1 All MC Unk 143 35 56 21 12 5 1 All MSG Tiler 1 21,929 4,060 3,626 2,515 1,726 1,133 All HSG Tiler 2 5,617 4,060 1,536 1,109 871 367 171 All NHS 5,375 9,371 7,097 5,751 4,280 2,485 1,409	6	MC 4: HSG Tier 1	2,651				290	546	394	416	208	132	1,986
13 7 3 0 1 0 0 2,673 301 551 395 417 210 132 1 122 31 45 20 10 5 0 2 7 0 2 0 1 2 4 1 0 0 1 143 35 56 21 12 5 1 21,929 , 1,670 4,060 3,626 2,515 1,726 1,133 5,617 , 800 1,536 1,109 871 367 171 5,375 , 901 1,501 1,016 894 392 1,409 32,921 3,371 7,097 5,751 4,280 2,485 1,409	8	MC 4 · HSG Tier 2	ெ				4	7	-	0	2		6
2,673 301 551 395 417 210 132 iG Tier 1 12 31 45 20 10 5 0 iG Tier 2 13 2 7 0 2 0 1 iS 143 35 56 21 12 5 1 r 1 21,929 1,670 4,060 3,626 2,515 1,726 1,133 r 2 5,617 800 1,536 1,109 871 367 171 r 2 5,375 901 1,501 1,016 894 392 1,65 all 32,921 3,371 7,097 5,751 4,280 2,485 1,409		MC 4 : NHS	13				7	က	0	-	0	0	=
122 31 45 20 10 5 0 13 2 7 0 2 0 1 2 4 1 0 0 1 21,929 3,626 2,515 1,726 1,133 5,617 800 1,536 1,109 871 367 171 5,375 901 1,501 1,016 894 392 105 32,921 3,371 7,097 5,751 4,280 2,485 1,409		All MC 4	2,673				301	551	395	417	210	132	2,006
13 2 7 0 2 0 1 8 2 4 1 0 0 0 21,929 1,670 4,060 3,626 2,515 1,726 1,133 5,617 800 1,536 1,109 871 367 171 5,375 901 1,501 1,016 894 392 105 32,921 3,371 7,097 5,751 4,280 2,485 1,409		MC Unk; HSG Tier 1	122				31	45	70	9	ιΩ	0	111
4 1 0 0 0 143 35 56 21 12 5 1 21,929 1,670 4,060 3,626 2,515 1,726 1,133 5,617 800 1,536 1,109 871 367 171 5,375 901 1,501 1,016 894 392 105 32,921 3,371 7,097 5,751 4,280 2,485 1,409		MC Unk: HSG Tier 2	13				7	7	0	2	0	-	12
143 35 56 21 12 5 1 21,929 1,670 4,060 3,626 2,515 1,726 1,133 5,617 800 1,536 1,109 871 367 171 5,375 901 1,501 1,016 894 392 105 32,921 3,371 7,097 5,751 4,280 2,485 1,409		MC Unk: NHS	60				2	4	-	0	0	0	7
21,929 1,670 4,060 3,626 2,515 1,726 1,133 5,617 800 1,536 1,109 871 367 171 5,375 901 1,501 1,016 894 392 105 32,921 3,371 7,097 5,751 4,280 2,485 1,409		All MC Unk	143				35	26	21	12	S.	-	130
5,375 800 1,536 1,109 871 367 171 5,375 901 1,501 1,016 894 392 105 3,371 7,097 5,751 4,280 2,485 1,409		All HSG Tier 1	21,929				1,670	4,060	3,626	2,515	1,726	1,133	14,730
5,375 901 1,501 1,016 894 392 105 32,921 3,371 7,097 5,751 4,280 2,485 1,409		All HSG Tier 2	5,617				800	1,536	1,109	871	367	171	4,854
Total 32,921 3,371 7,097 5,751 4,280 2,485 1,409		All NHS	5,375				901	1,501	1,016	894	392	105	4,809
		Grand Total	32,921				3,371	7,097	5,751	4,280	2,485	1,409	24,393

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

Test Cat - Civ Ed	BegStr	881	88	06	91	92	93	94	95	96	Total Losses
Cohort Year: 92											
MC 1: HSG Tier 1	1,091					71	150	144	132	81	578
MC 1: HSG Tier 2	28					2	10	4	0	-	17
MC 1: NHS	9					-	-	0	က		5
All MC 1	1,124					74	161	148	135	82	009
MC 2 : HSG Tier 1	7,833					494	1,263	983	787	260	4.087
MC 2 : HSG Tier 2	890					124	255	166	162	48	755
MC 2: NHS	98					27	32	13	4	က	88
All MC 2	8,821					64'	1 4,50	1,162	963	611	4,931
MC 3A: HSG Tier 1	5,328					4.	714·	770	530	333	3,080
MC 3A: HSG Tier 2	1,313					215	385	231	204	82	1,117
MC 3A: NHS	166					54	38	17	24	12	145
All MC 3A	6,807					702	1,437	1,018	758	427	4,342
MC 3B; HSG Tier 1	8,846					747	1,870	1,526	978	593	5,714
MC 3B: HSG Tier 2	2,443					395	229	413	399	136	2,020
MC 3B: NHS	208					147	118	99	83	28	442
All MC 3B	11,797					1,289	2,665	2,005	1,460	757	8,176
9 MC 4 : HSG Tier 1	893					29	168	141	138	65	579
MC 4: HSG Tier 2	၉					-	-	-			3
MC 4: NHS						-					-
All MC 4	897					69	169	142	138	65	583
MC 5: NHS	-					0	0	0	0	0	0
All MC 5	-					0	0	0	0	0	0
MC Unk: HSG Tier 1	62					18	31	9	4	0	29
MC Unk: HSG Tier 2	-					-					-
MC Unk: NHS	4	•				-	0	-	-	-	4
All MC Unk	29					20	31	7	S	-	64
All HSG Tier 1	24,053					1,830	4,496	3,570	2,569	1,632	14,097
All HSG Tier 2	4,678					738	1,328	815	292	267	3,913
All NHS	783					231	189	46	125	44	989
Grand Total	29,514					2,799	6.013	4,482	3,459	1,943	18,696

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

	Test Cat - Civ Ed	BegStr	881	83	06	91	92	83	94	95	96	Total Losses
Cohort	Cohort Year: 93											
ĕ	MC 1 : HSG Tier 1	066						20	136	114	112	412
ž	MC 1 : HSG Tier 2	25						~	9 9	· σ		107
⋖	All MC 1	1,015						52	142	123	114	431
¥	MC 2: HSG Tier 1	7,296						450	1,173	899	615	3 137
ĭ	MC 2: HSG Tier 2	673						88	197	122	<u></u>	487
¥	MC 2: NHS	-						0	0	! -	3	5
⋖	All MC 2	7,970						538	1,370	1.022	695	3,625
ĭ	MC 3A: HSG Tier 1	4,810						349	897	717	422	2.385
ĭ	MC 3A : HSG Tier 2	958						143	317	170	114	244
Ĭ	MC 3A: NHS	2							- -	· c	<u>.</u>	† -
∢	AII MC 3A	5,770						492	1.215	887	736	3 130
X	MC 3B: HSG Tier 1	7,404						675	1.532	1.178	703	3,138
¥	MC 3B: HSG Tier 2	1,952						272	553	325	243	1,000
∢	All MC 3B	9,356						947	2.085	1.503	946	r,333
ĕ	MC 4: HSG Tier 1	529						33	114	54	63	261
M	MC 4: HSG Tier 2	က						0	-	0	-	2
∢ 70	All MC 4	532						30	115	54	64	263
ĭ	MC Unk: HSG Tier 1	54						11	56	60	œ	23
<	All MC Unk	54						=	56	· 60	, ec) } }
¥	All HSG Tier 1	21,083						1,565	3,678	2.970	1.923	10.336
₹	All HSG Tier 2	3,611						505	1,074	626	440	2,5645
₹	All NHS	က						0	-	-	. 0	2,72
g	Grand Total	24,697						2,070	4,953	3,597	2,383	12,983

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

Test Cat - Civ Ed	BegStr	8	<u>8</u>	8	8	92	93	94	95	96	Total Losses
Cohort Year: 94											
MC 1 : HSG Tier 1	847							09	109	103	272
MC 1: HSG Tier 2	23							2	-	2	£
MC 1: NHS	-							0	0	-	-
All MC 1	871							62	110	106	278
MC 2 : HSG Tier 1	6,040							384	1,043	714	2,141
MC 2: HSG Tier 2	514							64	157	98	307
MC 2: NHS	က								-	0	2
All MC 2	6,557							449	1,201	800	2,450
MC 3A: HSG Tier 1	4,209							339	860	538	1,737
MC 3A: HSG Tier 2	812							117	234	119	470
MC 3A: NHS	2							-	0	0	-
All MC 3A	5,023							457	1,094	657	2,208
MC 3B: HSG Tier 1	7,418							657	1,707	1,070	3,434
MC 3B: HSG Tier 2	2,132							339	618	314	1,271
MC 3B: NHS	က								-	-	3
All MC 3B	9,553							266	2,326	1,385	4,708
12 MC 4: HSG Tier 1	479							24	22	55	133
MC 4 : HSG Tier 2	7							2	2	2	9
MC 4: NHS	-							0	0	0	0
All MC 4	487							56	29	54	139
MC Unk: HSG Tier 1	34							7	16	9	29
MC Unk: HSG Tier 2	-							0	-		•
All MC Unk	35							7	17	9	30
All HSG Tier 1	19,027							1,471	3,792	2,483	7,746
All HSG Tier 2	3,489	•						524	1,013	523	2,060
All NHS	10	-						3	2	2	7
Grand Total	22,526							1,998	4,807	3,008	9,813

Losses by Cohort Year, Test Catagory, and Civilian Education

Component: Army National Guard

	Test Cat - Civ Ed	BegStr	88	68	06	91	85	93	94	92	96	Total Losses
Coho	Cohort Year: 95											
_	MC 1 : HSG Tier 1	750								51	114	165
-	MC 1 : HSG Tier 2	14								-	4	ĸ
	All MC 1	764								25	118	170
	MC 2: HSG Tier 1	5,331								385	846	1,231
	MC 2: HSG Tier 2	573								78	141	219
	MC 2: NHS	-								0	0	0
	All MC 2	5,905								463	286	1,450
	MC 3A: HSG Tier 1	3,666								337	684	1,021
	MC 3A: HSG Tier 2	841								103	228	331
	MC 3A: NHS	က								0	2	2
	All MC 3A	4,510								440	914	1,354
7	MC 3B: HSG Tier 1	6,768								617	1,330	1,947
	MC 3B: HSG Tier 2	2,317								305	603	806
_	MC 3B: NHS	rc.								~	-	2
	All MC 3B	060'6								923	1,934	2,857
	MC 4 : HSG Tier 1	438								36	72	108
72	MC 4: HSG Tier 2	10								က	-	4
	MC 4: NHS	-								0	0	0
	All MC 4	449								39	73	112
•	MC Unk: HSG Tier 1	68								2	33	35
	All MC Unk	89								2	33	35
	All HSG Tier 1	17,021								1,428	3,079	4,507
	All HSG Tier 2	3,755								490	226	1,467
	All NHS	10								-	က	4
	Grand Total	20,786	•							1,919	4,059	5,978

Losses by Cohort Year, Test Catagory, and Civilian Education

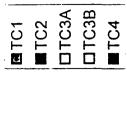
Component: Army National Guard

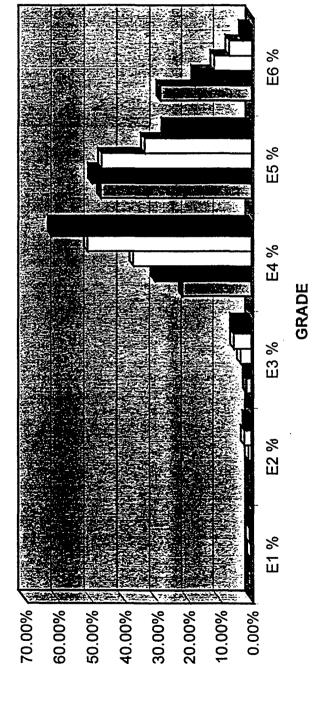
	Test Cat - Civ Ed	BegStr	88	68	8	티	92	93	94	95	96	Total Losses
S	Cohort Year: 96											
	MC 1: HSG Tier 1	876									45	45
	MC 1: HSG Tier 2	18									2	2
	MC 1: NHS	-									0	0
	All MC 1	895									47	47
	MC 2 : HSG Tier 1	6,403									302	302
	MC 2 : HSG Tier 2	634									52	52
	MC 2: NHS	S									0	0
	All MC 2	7,042									354	354
	MC 3A: HSG Tier 1	4,216									276	276
	MC 3A : HSG Tier 2	868									87	87
	MC 3A: NHS	2									-	_
	All MC 3A	5,086									364	364
	MC 3B; HSG Tier 1	7,441									487	487
	MC 3B: HSG Tier 2	2,595									328	328
	MC 3B; NHS	8									2	2
	All MC 3B	10,044									817	817
73	MC 4: HSG Tier 1	362									28	28
	MC 4: HSG Tier 2	32									2	2
	All MC 4	394									30	30
	MC Unk: HSG Tier 1	49									-	-
	MC Unk: HSG Tier 2	-									*	-
	All MC Unk	50									2	2
	All HSG Tier 1	19,347									1,139	1,139
	All HSG Tier 2	4,148									472	472
	All NHS	16									6	9
	Grand Total	23,511									1,614	1,614

APPENDIX F
PROMOTION DATA

Grade	5.06	4.84	4.65	4.36	4.23	0.00	4.54	4.56
E7 % Avg	1.03%	0.23%	%60.0	%00.0	%00.0	%00.0	%00.0	0.12%
% 93	28.87%	17.80%	11.79%	7.20%	3.05%	0.00%	6.78%	11.37%
E5 %	46.91%	49.65%	46.53%	33.52%	27.29%	0.00%	47.46%	40.52%
E4 %	21.65%	30.36%	37.08%	50.93%	61.83%	0.00%	40.68%	42.54%
E3 %	1.55%	1.61%	3.42%	5.62%	2.66%	0.00%	3.39%	3.89%
E2 %	0.00%	0.29%	0.90%	2.18%	1.60%	0.00%	1.69%	1.25%
E1 %	0.00%	0.06%	0.18%	0.56%	0.58%	0.00%	0.00%	0.32%
TOT	194	1,736	1,111	2,154	689	0	29	5,943
E7	7	4	-	0	0	0	0	7
9 E	26	309	131	155	21	0	4	9/9
E5	91	862	517	722	188	0	28	2,408
E4	42	527	412	1,097	426	0	24	2,528
8	က	28	38	121	39	0	7	231
E2	0	2	10	47	7	0	_	74
ᆔ	0	-	7	12	4	0	0	19
FY88	_	8	3A	38	4	2	Cnk	TOT

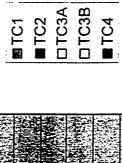
FY88 COHORT PROMOTABILITY

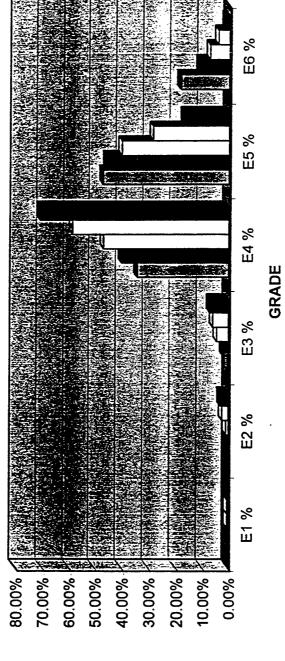




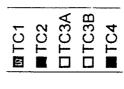
g Grade	4.84	4.66	4.47	4.25	4.07	0.00	5.00	4.42
E7 % Av	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
E6 %	18.42%	11.52%	7.39%	4.20%	1.47%	0.00%	0.00%	7.29%
E5 %	47.04%	45.77%	40.05%	28.39%	17.21%	0.00%	100.00%	35.36%
E4 %	34.21%	40.04%	46.84%	58.70%	71.04%	0.00%	0.00%	51.21%
E3 %	0.33%	2.15%	4.46%	5.99%	7.14%	0.00%	0.00%	4.43%
E2 %	0.00%	0.48%	0.86%	2.36%	3.04%	0.00%	0.00%	1.48%
E1 %	0.00%	0.04%	0.40%	0.37%	0.10%	0.00%	0.00%	0.23%
TOT	304	2,283	1,503	2,455	953	0	-	7,499
E7	0	0	0	0	0	0	0	0
9 E	56	263	111	103	14	0	0	547
E5	143	1,045	602	269	164	0	-	2,652
E4	104	914	704	1,441	677	0	0	3,840
E3	-	49	29	147	68	0	0	332
E2	0	11	13	58	59	0	0	11
낊	0	₩.	ဖ	6	_	0	0	17
Y89	_	7	3A	38	4	2	Jrk	<u>م</u>

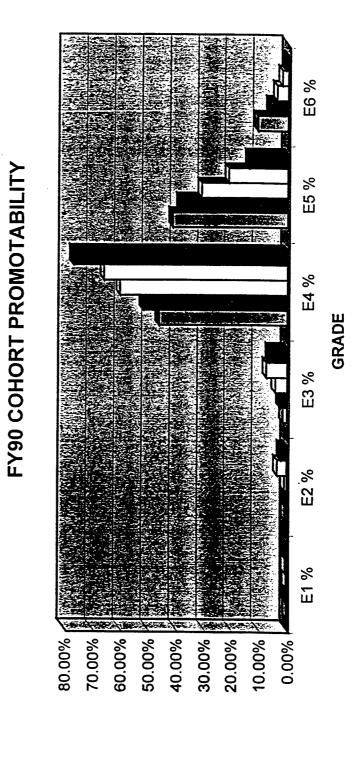
FY89 COHORT PROMOTABILITY





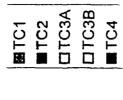
va Grade	4 60	4.47	4.32	4.09	4.04	0.00	4.10	4.27
E7 % A	%00.0	%00.0	0.00%	%00.0	%00.0	0.00%	0.00%	0.00%
% 9 3	10.47%	6.29%	3.87%	2.10%	0.88%	0.00%	0.00%	4.00%
E5 %	41.28%	38.51%	30.84%	20.76%	13.50%	0.00%	30.00%	28.46%
E4 %	46.22%	51.75%	60.10%	65.94%	77.00%	0.00%	%00.09	60.62%
E3 %	1.45%	2.50%	4.13%	7.28%	6.25%	0.00%	0.00%	4.79%
E2 %	0.58%	0.79%	0.85%	3.35%	2.13%	0.00%	10.00%	1.82%
E1 %	0.00%	0.17%	0.20%	0.57%	0.25%	0.00%	0.00%	0.31%
TOT	344	2,402	1,524	2,625	800	0	10	7,705
E7	0	0	0	0	0	0	0	0
E6	36	151	29	52	7	0	0	308
E5	142	925	470	545	108	0	က	2,193
						0		
<u>E</u>	S	9	63	191	20	0	0	369
E2	7	19	13	88	17	0	_	140
딢	0	4	က	15	7	0	0	24
FY90	-	8	3 A	38	4	ເດ	S. S.	TOT

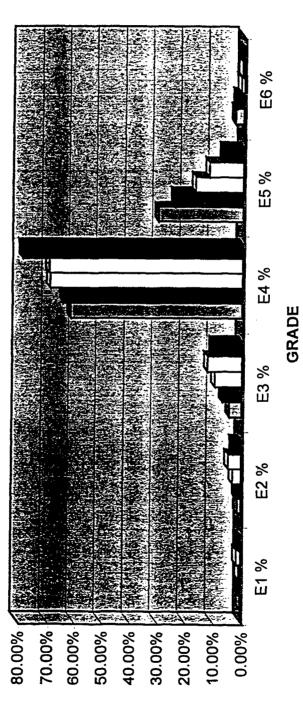




ra Grade	4 20	7.F. A	- 6	20.4	3.88	5.90 0.90	0.00	4.02
E7 % Ava	%UU U	0.00%	0.04%	%00.0	%00.0	0.00%	%00.0	0.01%
% 9 <u>=</u>	2 88%	2 42%	4 0 1%	0.52%	0.00	0.04 %	%00.0	1.30%
E5 %	30.05%	24.06%	16 68%	11 86%	8 06%	0.50	7.69.2	16.92%
E4 %	61.54%	64.61%	89.30%	69.63%	78.85%	%00.0	76.92%	68.46%
E3 %	4.33%	6.75%	9 50%	12.07%	10 17%	%00.0	7.69%	9.44%
E2 %	1.20%	1.62%	2.91%	4.52%	2 81%	%00.0	0.00%	3.03%
E1 %	0.00%	0.51%	0.60%	1.38%	%290	0.00%	7.69%	0.85%
TOT	416	2,772	1,990	3,405	747	0	13	9,343
E7	0	-	0	0	0	0	0	~-
E6	12	29	50	18	4	0	0	121
E2	125	299	332	404	52	0		1,581
E4	256	1,791	1,379	2,371	589	0	9	968'9
E3	<u>~</u>	187	189	411	92	0	-	882
E2	2	45	28	154	21	0	0	283
<u>п</u>	0	4	12	47	2	0	-	79
FY91	-	7	34	38	4	ເດ	S S	TOT

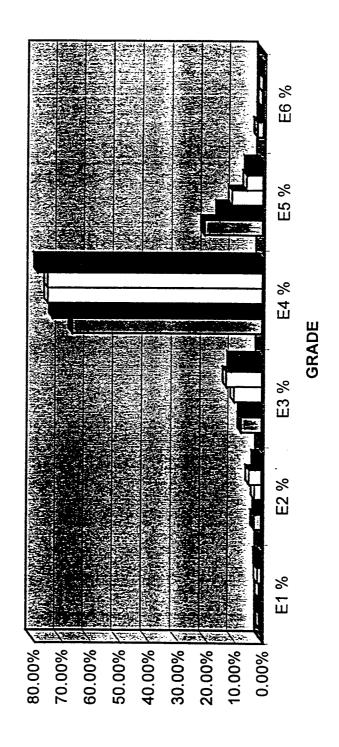
FY91 COHORT PROMOTABILITY





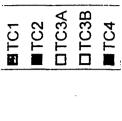
Ava Grade	4 11	4.05	3.95	3.81	3.86	4.00	5.00	3.94
		%00.0	0.04%	%00.0	%00.0	0.00%	0.00%	0.01%
% Ee	1 99%	1.01%	0.50%	0.26%	0.58%	0.00%	25.00%	0.68%
E5 %	21.01%	15.77%	11.16%	2.96%	5.52%	0.00%	20.00%	11.35%
E4 %	86.30%	73.29%	74.99%	75.07%	78.78%	100.00%	25.00%	74.10%
E3 %	7.61%	7.47%	10.16%	12.98%	11.34%	0.00%	0.00%	10.07%
E2 %	2.54%	1.92%	2.45%	4.53%	2.33%	0.00%	0.00%	2.97%
E1 %	0.54%	0.54%	0.69%	1.20%	1.45%	0.00%	0.00%	0.83%
TOT	552	4,070	2,607	3,907	344	~	4	11,485
E7	0	0	_	0	0	0	0	€-
E6	7	41	13	10	7	0		78
E5	116	642	291	233	19	0	7	1,303
				2,933				
E3	42	304	265	202	33	0	0	1,157
E2	14	78	64	177	∞	0	0	341
ភា	က	22	18	47	5	0	0	92
FY92	-	7	3 A	3B	4	2	Crk	TOT

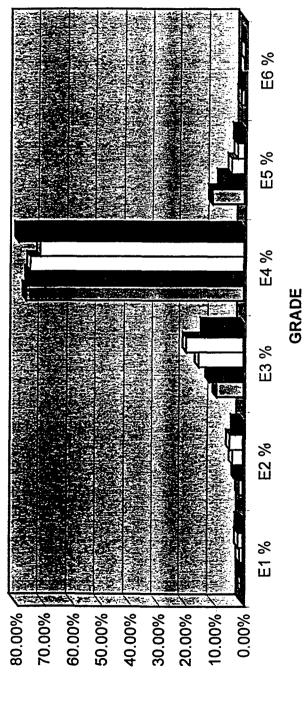
FY92 COHORT PROMOTABILITY



■TC1 ■TC2 □TC3A □TC3B

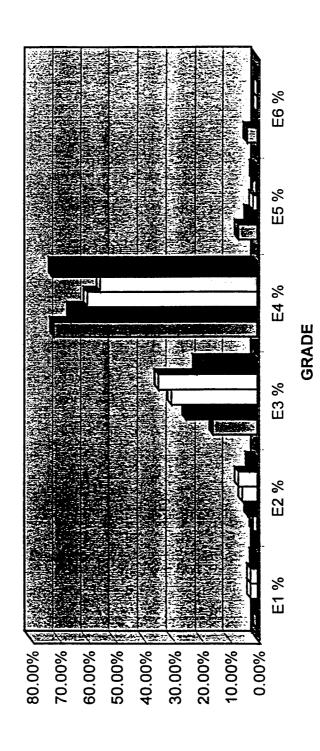
FY93 COHORT PROMOTABILITY





FY94	Ш	E2		E4	E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	Avg	Grade
~	2	6		427	40	22	0	594	0.34%	1.52%	15.82%	71.89%	6.73%	3.70%		3.94
7	42	139	1,043	2,694	141	32	0	4,091	1.03%	3.40%	25.49%	65.85%	3.45%	0.78%	%00.0	3.70
3A	68	150		1,676	43	4	0	2,795	2.43%	5.37%	30.55%	29.96%	1.54%	0.14%		3.53
38	115	320		2,639	22	5	0	4,766	2.41%	6.71%	34.93%	55.37%	0.46%	0.10%		3.45
4	2	10		249	2	0	0	344	1.45%	2.91%	21.80%	72.38%	1.45%	0.00%		3.69
2	0	0		0	0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	%00.0		0.00
Cnk	0	0		0	4	0	0	4	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%		5.00
TOT	232	628		7,685	255	63	0	12,594	1.84%	4.99%	29.63%	61.02%	2.05%	0.50%		3.58

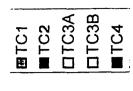
FY94 COHORT PROMOTABILITY

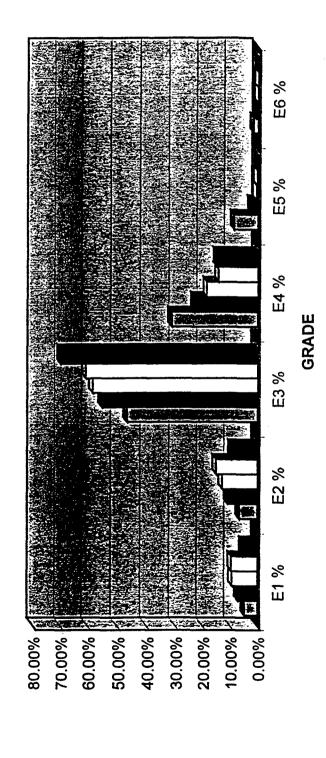


■TC1 ■TC2 □TC3A □TC3B

FY95	Ш	E2			E5	E6	E7	TOT	E1 %	E2 %	E3 %	E4 %	E5 %	E6 %	Avg	Grade
	28	39			51	10	0	285	4.81%	6.70%	46.74%	31.27%	8.76%	1.72%)	3.38
	312	477	2,379	995	111	36	0	4,310	7.24%	11.07%	55.20%	23.09%	2.58%	0.84%	0.00%	3.05
	284	396			19	4	0	3,046	9.32%	13.00%	58.34%	18.58%	0.62%	0.13%		2.89
	570	895			18	က	0	5,931	9.61%	15.09%	%99.09	14.28%	0.30%	0.05%		2.81
	18	32			0	0	0	334	5.39%	9.58%	%90.02	14.97%	0.00%	0.00%		2.95
	0	0			0	0	0	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%		0.00
	7	~			15	0	0	23	8.70%	4.35%	21.74%	0.00%	65.22%	0.00%		4.09
, –	1,214	1,840			214	53	0	14,226	8.53%	12.93%	58.10%	18.56%	1.50%	0.37%		2.93

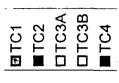
FY95 COHORT PROMOTABILITY

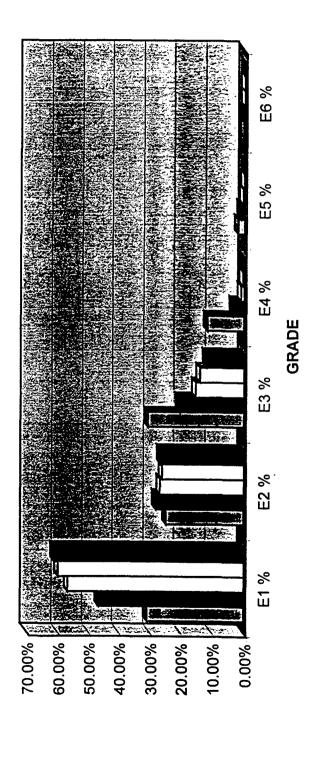




Avg Grade		1.85	1.62	1.55	1.52	0.00	4.53	1.69
E7 %	0.00%	0.00%	0.00%	0.00%	0.00%	%00.0	0.00%	%00.0
E6 %	0.37%	%90.0	0.00%	0.00%	0.00%	0.00%	0.00%	0.03%
E5 %	2.09%	1.33%	0.46%	0.06%	0.00%	0.00%	82.22%	0.79%
E4 %	11.43%	3.55%	1.02%	0.38%	0.56%	0.00%	0.00%	1.93%
E3 %	30.59%	20.28%	15.11%	13.75%	11.73%	0.00%	8.89%	16.67%
E2 %	24.69%	28.05%	26.65%	25.92%	26.54%	0.00%	6.67%	26.66%
E1 %	30.84%	46.73%	56.75%	29.90%	61.17%	0.00%	2.22%	53.91%
TOT	814	6,474	4,532	8,723	358	0	45	20,946
E7	0	0	0	0	0	0	0	0
E6	က	4	0	0	0	0	0	7
ES	17	86	21	2	0	0	37	166
E 4	93	230	46	33	2	0	0	404
					42			
E2	201	1,816	1,208	2,261	92	0	က	5,584
E1	251	3,025	2,572	5,225	219	0	—	11,293
FY96		7	3A	3B	4	z,	Ş	TOT

FY96 COHORT PROMOTABILITY





APPENDIX G TABULAR SURVEY DATA

Drill Attendance

tc	1 - Worst	2 - Below A	3 - Average	4 - Above /	5 - Best	Total		
1	5		10:		43			
	4		16	27	41			
2 3A	6		18	16	44			
3B	6		19		39			
4	4	7	17	31	56			
Total						475		Met Set Armer
TC	1 - Worst	- Below Av3	- Average	- Above Av	5 - Best	total		
1	5.68%	3.41%	11.36%	30.68%	48.86%			
2	4.44%	2.22%	17.78%	30.00%	45.56%	100.00%		
3A	6.82%	4.55%	20.45%	18.18%	50.00%	100.00%		
3B	6.38%	9.57%	20.21%	22.34%	41.49%	100.00%		
4	3.48%	6.09%	14.78%	26.96%	48.70%	100.00%		
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Tactical Proficiency

tc	1 - Worst	2 - Below A	3 - Average	4 - Above A	5 - Best	Total	· · · · · · · · · · · · · · · · · · ·	
1	3		30	34	16	88		
2 3A	4		33	34		90		
30	4		43	26		88		
3B	1	 	43	24		94		
	1		60	33		115		
4			- 60		14			
Total						475		
								
								·
tc		2 - Below A:				Total		
1	3.41%		34.09%	38.64%		100.00%		
2	4.44%	4.44%	36.67%	37.78%	16.67%	100.00%		
ЗА	4.55%	9.09%	48.86%	29.55%	7.95%	100.00%		
3B	1.06%	17.02%	45.74%	25.53%	10.64%	100.00%		
4	0.87%		52.17%	28.70%		100.00%		 :
•	3.57,70	2.007,0				:		
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Technical Proficiency

tc	1 - Moret	2 - Relow Ava	3 - Average	4 - Above Avg	5 - Rost	Total		
1	3	3						
-	5			<u> </u>				
2 3A	3	<u>2</u> 8						
OP.	2	11	44					
3B	2	7				<u> </u>		
4			53	38	15			
Total					:	475		
					:			
			· · · · · · · · · · · · · · · · · · ·		:			
							:	
				4 - Above Avg				<u>:</u>
1	3.41%	3.41%			22.73%			
-	5.56%	2.22%			23.33%		:	
ЗА	3.41%	9.09%		34.09%	13.64%	####		
3B	2.13%	11.70%			14.89%		: 	
4	1.74%	6.09%	46.09%	33.04%	13.04%	####		:
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MOS Qualification

TC	1 - Worst	2 - Below #3	- Average 4	- Above /5	- Best	Total		
1	5	1	26	28	28	88		†
2 3A	5	3	27	25	30	90		
3A	7	4	33	26	18	88		
3B	7	3	40	23	21	94		
3B 4	3	4	45	35	28	115		
						475		
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TC	1 - Worst 2	2 - Below 43	Average 4	- Above 45	Rost	Total	;	
1	5.68%		29.55%	31.82%		100.00%		1
2	5.56%	3.33%	30.00%	27.78%	33.33%	100.00%		1
3A	7.95%		37.50%	29.55%	20.45%			
						100.00%		
3B	7.4070	3.19%	42.55%	24.47%	22.34%	100.00%		
4	2.61%	3.48%	39.13%	30.43%	24.35%	100.00%		
								
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Physical Condition

tc	1 - Worst	2 - Below Avg	3 - Average 4	- Above Avg	5 - Best	TOTAL		
1	4	4	36	25	. 19	88	:	
2	4	9	31	29	17	90		
3A	4	13	34	29	8	88		
3B	5	8	41	34	6	94		
4	2	12	42	43	16	115		
Total		İ				475	:	
						:	:	
TC	1 - Worst	2 - Below Avg	3 - Average 4	- Above Avg	5 - Best	total	1	
1	3.49%	4.65%	41.86%	27.91%	22.09%	######		
2	4.49%	10.11%	33.71%		19.10%			
3A	4.60%	14.94%	39.08%	33.33%	8.05%	######		
3B	5.38%	8.60%	44.09%	35.48%	6.45%	######	:	
4	1.74%	10.43%	36.52%	37.39%	13.91%	######		
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Military Appearance

TC	1 - Worst	2 -	Below Avg	3 - Average	4 - Above Avg	5 - Best	Total		
1	1		4				88		
2	2		5	29	27	27	90		
2 3A	2		7	37		18	88		
3B	1		6	37	40	10	94		
4			5	39	50	21	115		
				:			475		
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тс	1 - Worst	2 -	Below Avg	3 - Average	4 - Above Avg	5 - Best	total		
1:			4.55%	31.82%	34.09%				
2			5.56%	32.22%	30.00%				
	2.27%		7.95%	42.05%	27.27%				
3B	1.06%		6.38%	39.36%		10.64%			
4	0.00%		4.35%	33.91%	43.48%	18.26%			
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Team Work

	tc	•	1 - Worst	Below Av	- Average	- Above Av	5 - Best	total	:	:	:
		1	4	1	20	39	24	88			1
		2	2	3 7	24	28	33	90	!		
ЗА			2	7 :	22	37	20	88	:		
3B			1	5	32	41	15	94			!
		4	1 .	6	36	43	29	115	:	:	
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	TC		1 - Worst	Below Av	- Average	- Above Av	5 - Best	total		:	
	1		4.55%	1.14%	22.73%	44.32%	27.27%	100.00%			
	2		2.22%	3.33%	26.67%	31.11%	36.67%	100.00%		:	
	ЗА		2.27%	7.95%	25.00%	42.05%	22.73%	100.00%			:
	3B		1.06%	5.32%	34.04%	43.62%	15.96%	100.00%			
	4		0.87%	5.22%	31.30%	37.39%	25.22%	100.00%	:		
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Reading Skill

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tc 1	ı - vvorst	Z - Delow AVg	3 - Average				
	2	<u>:</u>	25				
2 3A							:
3A 3B	1		1 40				
3B 4	1		5 49			94 115	
	1	<u> </u>	49	39	21	475	
Total				· <u>·</u>		4/5	
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TO	1 1810	2 Polour A.	2 1	A Above Ave	E Post	total	
	0.00%	0.00%	28.41%	4 - Above Avg 28.41%	43.18%		:
2	2.22%		28.89%		31.11%		
3A	1.14%		35.23% 42.55%	45.45%	15.91%		· · · · · · · · · · · · · · · · · · ·
	1.06%				14.89%		
4	0.87%	4.35%	42.61%	33.91%	18.26%	#######	
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"Can Do" Attitude

tc	:1 - Worst	2 - Below A3	3 - Average	4 - Above A	5 - Best	TOTAL		
1	4	4	18:	33		88		
2	2	1	25	26		90		
3A	3	8	22	35				
3B	1	10	32	34				
4	2		39	38	29	115		
4		<u> </u>	33			475		-
				!	<u> </u>	4/3		
		<u> </u>					:	
TC	1 Moret	- Below Av3	Avorage	Λρονο Δι	5 Roct	total		
1	4.55%	4.55%	20.45%			100.00%	·	
2							:	
	2.22%	1.11%	27.78%	28.89%	40.00%	100.00%		
3A	3.41%	9.09%	25.00%	39.77%	22.73%	100.00%		
3B	1.06%	10.64%	34.04%	36.17%	18.09%	100.00%		
4	1.74%	6.09%	33.91%	33.04%	25.22%	100.00%		
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Discipline Problems

TC	1 - Worst	3 - Average	5 - Best	Total				···
1	4		73		<u> </u>		:	
2	2							
2 3A							· · · · · · · · · · · · · · · · · · ·	
3B	4		67	<u> </u>				
4	2		91	115		<u> </u>	· · · · · · · · · · · · · · · · · · ·	
<u> </u>				475				
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TC	1 - Worst	3 - Average	5 - Best	Total	:			
1	4.55%	12.50%	82.95%	100.00%	:			
2	2.22%		82.22%	100.00%				
3A	5.68%	21.59%	72.73%	100.00%				
3B	4.26%	24.47%	74 000/	100.00%				
4	1.74%	19.13%	79.13%	100.00%				
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Marksmanship

TC	1 - Fail 3	3 - Marksman	4 - Sharp Shooter	5 - Expert	Total				
1	3	46							
	7	41	29	13	90	****		:	
	7	53	22	6	88			.	
	8	55	26	5	94				
	2	62	36	15	115		!		
Total					475		;	:	
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TC	1 - Fail 3		4 - Sharp Shooter				:		
1	3.41%	52.27%							
2	7.78%	45.56%							
ЗА	7.95%	60.23%	25.00%				<u> </u>		
3B	8.51%	58.51%	27.66%				í 	·	
4	1.74%	53.91%	31.30%	13.04%	####	··· , , , , , , , , , , , , , , , , , ,		<u>.</u>	
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Author's Biographical Sketch

Colonel Jessica Wright is a U.S. Army War College Fellow at the Center for Strategic and International Studies (CSIS) in Washington, D.C. Prior to joining CSIS, she served as Chief, Personnel Services Division, Personnel Directorate, Army National Guard. Her previous assignments include: Chief, Tour Management Office and the Executive Officer to the Commander, Army National Guard Personnel Center. Colonel Wright is an Army Aviator. Her past aviation assignments include: Operations Officer, Eastern Army Aviation Training Site, Operations Platoon Commander, 1028th Transportation Company (Heavy Lift) and Adjutant, 28th Aviation Battalion, 28th Infantry Division. Colonel Wright is a graduate of the U.S. Army Command and General Staff College and the Army Management Staff College. She received her B.A. in social work from Alderson-Broaddus College and a M.A. in management from Webster University. During her tenure at CSIS, Colonel Wright was select to command the 28th Aviation Brigade, 28th Infantry Division (Mech). She assumed command on 16 March 1997.